Updated Monitoring and Evaluation Plan

Investment Enabling Environment (INVEST) Project

Submitted to:

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Acronyms and Abbreviations

AIM	Asian Institute of Management
AWP	Annual Work Plan
BPLO	Business Permit and Licensing Office
BPLS	Business Permits and Licensing System
CAS	Country Assistance Strategy
CDA	Cooperative Development Authority
CDI	Cities Development Initiative
CPA	City Program Adviser
CSO	Civil Society Organization
DCA	Development Credit Authority
DILG	Department of the Interior and Local Government
DIVF	Development Innovation Ventures Fund
DOT	Department of Tourism
DTI	Department of Trade and Industry
FDI	Foreign Direct Investment
GAD-AP	Gender and Development Action Plan
GDA	Global Development Alliance
GDP	Gross Domestic Product
IFC	International Finance Corporation
INVEST	Investment Enabling Environment
LCE	Local Chief Executive
LEIPO	Local Economic and Investment Promotion Office
Logframe	Logical Framework
LGU	Local Government Unit
M & E	Monitoring & Evaluation
NCC	National Competitiveness Council
MSMEs	Micro, Small, and Medium Enterprises
NEDA	National Economic and Development Authority
NERBAC	National Economic and Research Business Assistance Center
NG	National Government
NGA	National Government Agency
NGO	Non-Government Organization
NSCB	National Statistical Coordination Board
NSO	National Statistics Office
OIDCI	Orient Integrated Development Consultants, Incorporated
PBR	Philippine Business Registry
PfG	Partnership for Growth
PIRS	Performance Indicator Reference Sheets
PPP	Private-Public Partnership
PCCRP	Philippine Cities Competitiveness Ranking Project
RF	Results Framework
SEC	Securities and Exchange Commission
SOW	Scope of Work
STTA	Short-Term Technical Assistance
TA	Technical Assistance

TWG	Technical Working Group
USAID	United States International Agency for Development
USG	United States Government

I.
Introduction

The Investment Enabling Environment (INVEST) Project is a two-year project of the United States Agency for International Development's (USAID) which aims to improve the business environment and competitiveness of Philippine cities to attract private investment. Its management was awarded to the Orient Integrated Development Consultants Incorporated (OIDCI) on September 30, 2011 and was launched on November 3, 2011.

The Project's Scope of Work (SOW) originally required two key reform components: (1) streamlining business registration processes and lowering business transaction costs of compliance with rules and regulations; and (2) improving investment planning and promotion. Project assistance focused on three first class cities chosen by USAID, i.e., Batangas in Luzon, Iloilo in the Visayas, and Cagayan de Oro in Mindanao. A third component that addresses crosscutting concerns was added in the Project's Year 1 Work Plan to reflect subsequent discussions with USAID.

The INVEST contract requires the submission of a Monitoring and Evaluation (M&E) Plan containing the Project's Results Framework (RF); performance monitoring plans with indicators, baselines, and life-of-project targets. An M&E plan was originally submitted to USAID on January 16, 2012. This updated version of the M&E plan is based on the approved work plans for Years 1 and 2, which were approved by USAID on June 8, 2012 and September 11, 2012 respectively as well as an updated gender and development plan. The latter was the output of a Gender and Development Workshop conducted on November 15, 2012.

This updated M&E Plan has five sections other than the Introduction: (1) the results framework that traces the causal relationships between the vision and development objectives of USAID's Country Assistance Strategy for the Philippines, on one hand, and the INVEST Project's goals, strategic objectives, and intermediate results, on the other; (2) a description of the work plan and the deliverables of the Project; (3) the updated Gender and Development Plan; (4) the performance monitoring plan; and (5) the questions that can be used in evaluating the Project.

II.
Results Framework

The results framework of INVEST is based on the "Country Assistance Strategy Philippines: 2009-2013" (henceforth referred to as CAS), which was prepared by the US Mission in January 2009. This document provides the framework for the US Government's (USG) development assistance to the Philippines and envisions "a more prosperous, well-governed and stable democracy that is able to meet the needs of its people, especially the poor." It identifies the following four assistance priority goals in addition to four cross-cutting themes: (1) accelerating growth through improved competitiveness; (2) strengthening governance, rule of law and the fight against corruption; (3) investing in people to reduce poverty; and (4) promoting a peaceful and secure Philippines.

The INVEST Project is supportive of the CAS goal of "accelerating growth through improved competitiveness" as it aims to increase both domestic and foreign investments in the long run through its strategic objective of improving the business climate, specifically in three partner cities. Despite its limited coverage, the Project is expected to draw lessons that could be used by government in improving the competitiveness of other cities *(Figure 1).*

There is general consensus among businessmen that the investment climate in the Philippines is far from ideal and that this has been a factor for the rather sluggish inflows of foreign direct investments into the country. While up 10 places, posting one of the largest improvements in ranking, the Philippines nonetheless still lags behind the other ASEAN countries in the latest Global Competitiveness Report. The quality of the country's public institutions continues to be assessed as poor: the Philippines ranks beyond the 100 mark on each of the 16 related indicators.

The Project proposes to improve the general business environment in partner cities through the following three intermediate results (IR)[1]:

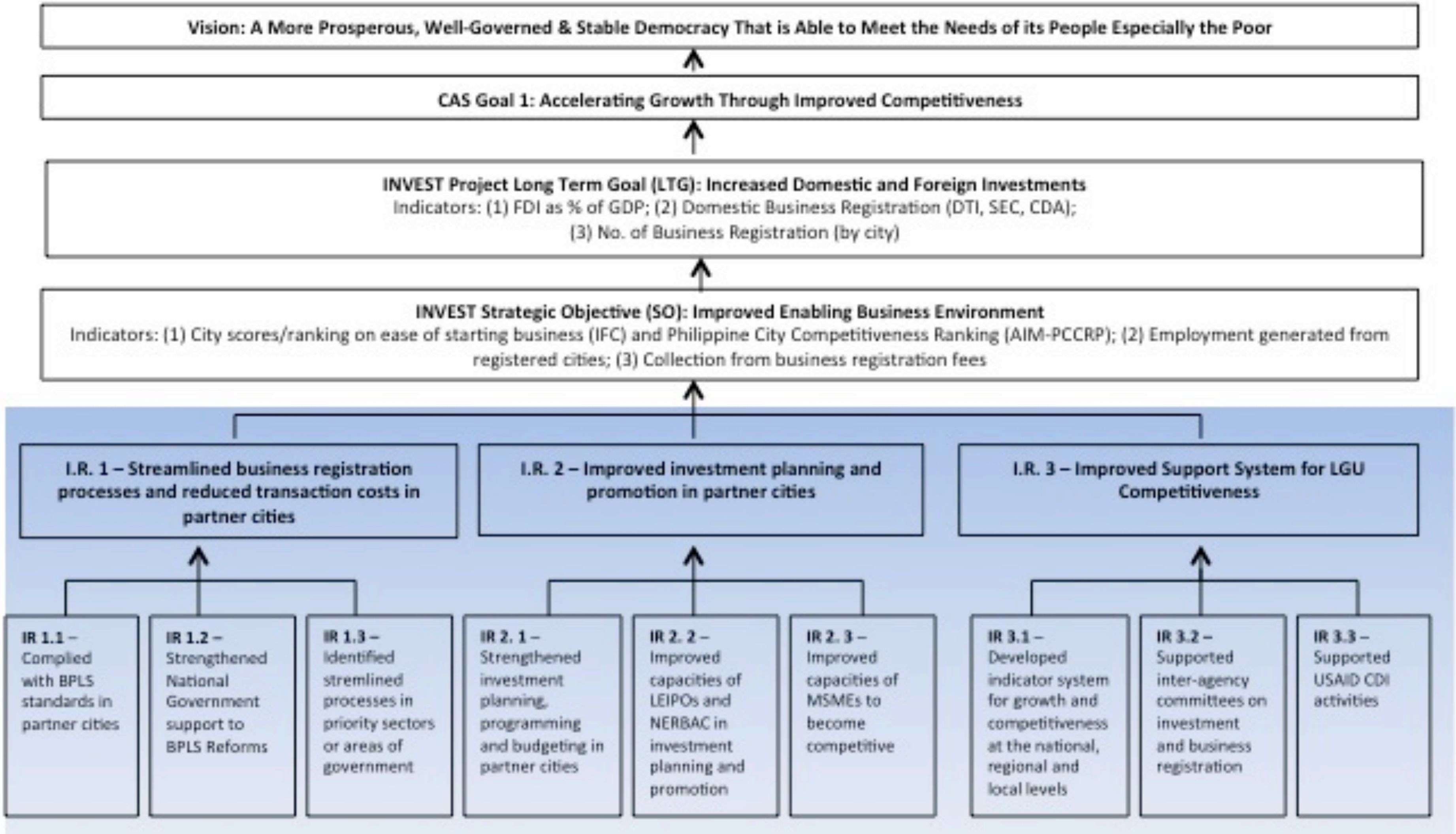
1. streamlined business registration processes and reduced transaction costs in partner cities (IR 1.0);
2. improved investment planning and promotion in partner cities (IR 2.0); and
3. improved support system for local government units.

The first intermediate result reflects the Project's objective of reforming the regulatory structure that is expected to lead to more transparent rules and efficient operations of the permitting process. Improving investment planning and promotion, the second intermediate result, is critical factor in capacitating the partner cities in formulating investment plans, setting-up an investment incentive system as well as promoting their overall competitiveness, especially of micro- small- and medium-scale enterprises in these cities which constitute the bulk of business establishments in the country. The third intermediate result recognizes that

[1] Intermediate results were referred to in the latest INVEST Work Plan as components of the INVEST Project. IR 3 is added here to reflect the third component discussed in the introduction.

there are support mechanisms that should be addressed in creating an enabling environment for investment in the Project's partner cities, such as developing the statistical or data system to measure local competitiveness, assisting the oversight national government committees in issuing directives that promote local investment generation and assisting the USAID in launching the Cities Development Initiative, a holistic development project of which INVEST is a part of. These three IRs are also linked, albeit tangentially, to USG's Goal 2 of strengthening governance, the rule of law and the fight against corruption.

Figure 1. INVEST PROJECT RESULTS FRAMEWORK



Streamlined business registration processes (IR 1.0) will be attained through three sub-intermediate results:

1. *Complied standards on business permits and licensing systems (BPLS) in partner cities* (IR 1.1). The Department of Trade and Industry (DTI) and the Department of the Interior and Local Government (DILG) announced the BPLS standards in August 2010 through Joint Memorandum Circular No. 1 series of 2010. These four standards for processing business applications by cities and municipalities are: (1) use of one unified form; (2) limiting of processing time to ten days for applications for new permits and five days for applications for permit renewals, consistent with the requirements in the Anti-Red Tape Act; (3) reduction of the number of steps[2] that an applicant has to go through in securing business permits from local governments to just five; and (4) reduction in the number of signatories to two. The Project will conduct study tours for partner cities in order to showcase models of good practices on business permitting.

2. *Strengthened national government support to BPLS streamlining* (IR 1.2). In general, reforms in business registration emanate from relevant national government agencies, which have also been providing capacity building programs to LGUs. Widening the coverage of the reforms among LGUs will partly be dependent on support from DTI, DILG and other oversight agencies. The Project will thus assist these agencies through studies, capacity-building measures, as well as knowledge products that could be used to promote reforms in business permitting.

3. *Streamlined special permits in priority sectors and areas identified by government* (IR 1.3). The BPLS Oversight Committee has identified the need to also streamline the permitting procedures in the priority sectors being promoted by government. Hence, the INVEST project will conduct studies to identify measures that will further streamline the processes for securing construction-related permits and those for operating hotels and similar establishments.

Improved investment planning and promotion (IR 2.0) will be achieved through the following three sub-intermediate results:

1. *Strengthened planning, investment programming and budgeting in partner cities* (IR 2.1). Among of the causes of the inadequate flow of investments at the local level is the absence of both a clear strategic vision and a set of investment projects that could be funded by private investors. In some cases, when there could be viable projects for investments, cities lack the capacity to evaluate available funding facilities. INVEST will thus assist each of the partner cities to validate its existing strategic vision, develop a set of investment projects consistent with its vision, and strengthen the link between investment planning and budgeting.

2. *Improved capacities of Local Economic and Investment Promotion Officers (LEIPOs) and the National Economic and Research Business Assistance Centers (NERBACs) in investment planning and promotion* (IR 2.2). The DILG recently issued DILG

[2] These steps include: (1) securing an application form; (2) submission of the form; (3) one-time assessment of fees; (4) one-time payment of fees; and (5) securing the business permit.

Memorandum Circular No. 2010-113 dated October 3, 2010 enjoining all provincial governors and city mayors to designate a Local Economic and Investment Promotion Officer (LEIPO) tasked to facilitate investment promotion in the LGUs and to coordinate activities with the newly-designated DILG Regional Economic and Investment Officers. More than two years after the issuance of this memorandum, the Offices of LEIPOs have not been set up in some cities. In cities where they have been designated, LEIPOs have yet to undertake *meaningful* investment promotion-related activities. Meanwhile, the NERBAC was created through Republic Act (R.A.) 7470, to provide entrepreneurs and investors with basic information on various business opportunities and to facilitate, through a one-stop action center, the processing and documentation of requirements for the establishment of business enterprises, including credit services. Enhancing the capacities of LEIPOs and strengthening the NERBACS are envisioned to facilitate the provision of investment-related information often needed by investors. It will also improve business-matching activities between local producers and manufacturers, on one hand, and markets on the other.

3. *Improved capacities of micro, small, and medium enterprises (MSMEs) to become competitive (IR 2.3).* Studies have shown that MSMEs contribute substantially to employment generation, particularly in the countryside. They also play an important role as suppliers or service providers of larger enterprises. Thus, it is important that appropriate intervention be provided to support MSME competitiveness, particularly in the areas where these enterprises face the greatest challenges, i.e., limited market access, inefficient production techniques, high cost of doing business, and insufficient funding. The INVEST Project seeks to help MSMEs through recommendations to enhance the growth of appropriate local industries, and to improve these enterprises' access to available guarantee facilities or direct lending programs in its partner cities.

The Project will support its partner cities' efforts to enhance their respective competitiveness (IR 3.0) through the following sub-intermediate results:

1. *Developed indicator system for growth and competitiveness at the national, regional, and local levels* (IR 3.1). There is very little information to measure competitiveness at the local level. To assist the National Competitiveness Council (NCC) in its efforts to promote competitiveness, the Project will draw up a competitiveness framework, complete with indicators, as well as develop a system, through which cities can measure their level of competitiveness and economic performance on a regular basis. Using the agreed-upon competitiveness framework, a local version of a competitiveness survey for the partner cities will be formulated and pilot-tested.

2. *Supported oversight inter-agency committees on investment and business registration* (IR 3.2). Oversight committees at the national level, such as the Growth and Investment Climate, the BPLS Oversight Committee, the Sub-Working Group on Local Investment Reforms, and the Technical Working Group on eBPLS, often provide the policy directions and coordinative mechanism for efforts on investment promotion, business permit reforms and related issues that are eventually implemented at the local level. The INVEST Project will therefore provide technical assistance to these groups as well as to selected offices of the DTI, DOST and DILG which serve as secretariats to them. This national-level support complements the

technical assistance the Project provides to its partner cities, an arrangement that strengthens its reform initiatives.

3. *Supported USAID activities in the Cities Development Initiative* (IR 3.3). USAID has launched the Cities Development Initiative (CDI) as one of its programs under the Partnership for Growth (PfG) forged between the US and the Philippine governments in November 2011. The INVEST Project, being a bridge project of the PfG, will be assisting USAID/Philippines in various activities related to the CDI, which is a cross-cutting development intervention in the partner cities of INVEST to promote inclusive economic growth. The INVEST Project participated in the selection of the cities under CDI and will continue to support USAID in related activities such as the launching of CDI, organizing and finalizing the action planning workshops for the CDI, among others. These activities are complementary to the Project's strategic objective of creating an improved enabling business environment, especially in its partner cities.

Achieving the above results for the INVEST Project will depend on the following assumptions:

1. continued commitment and support of local chief executives (LCEs) in partner cities until the end of the Project, despite possible change in leadership after the 2013 local and national mid-term elections;

2. continued substantial participation of partner agencies such as the DTI, DILG and NCC;

3. absence of a major national or local financial crisis, or major political problems that will substantially discourage investment inflows into the partner cities;

4. absence of a destructive disaster that will devastate the partner cities;

5. relatively stable peace and order conditions prevailing in the partner cities; and

6. absence of drastic changes in USAID directions and priorities.

III.
The INVEST Work Plan

The design of the INVEST Project is based on a logical framework (logframe) that details the causal linkages among project inputs, outputs, outcome/purpose, and desired impact or goal *(refer to Annex A).* This log frame is divided into four parts which are detailed in column I of the matrix: (1) Row 1 which presents the impact and goal of the Project; (2) Row 2 which identifies the expected outcomes arising from the activities of the Project; (3) Row 3 which lists the outputs for the Project during its two year duration; and (4) Row 4 which provides the inputs which the Project will support in the form of trainings/workshops, technical assistance and consultations and forums.

Row 3 of the logframe is the Project's Work Plan in the next two years as approved by USAID. A summary of the Project deliverables and outputs during its two-year life by intermediate results and sub-intermediate results are presented in *Figures 2-4*.[3] *Figure 5* contains cross-cutting concerns such as the submission of the Performance Management Plan as well as the Gender Action Plan. The timetable for the implementation of the Project's outputs is contained in Annex B. The identified outputs of the Project were determined as part of the work planning workshops by the Project Team which were attended by the COR and other USAID officials as well as consultations with partners from the city government, the local chambers and consultations with selected national government agencies which exercise oversight responsibilities on the partner cities, e.g. DTI and DILG. The outputs also took into account the approved budget for the Project as contained in the contract between USAID and OIDCI as well as subsequent amendments to the budget.

The logframe in Annex 1 also contains other information that is critical in monitoring the progress of the project. This includes: (1) the key performance indicators (KPIs) for each impact, goal, outputs and inputs (refer to col. 2 of the logframe); (2) the baseline data for each KPI;[4] (3) the target for each KPI of the Project for the 2 years as applicable;[5] (4) the target for each KPI for the life of the project; (5) the sources of data for tracking the KPIs (or means of verification in col. 3 of the logframe); and (6) the conditions that may influence the delivery of the targets that are not within the control of the Project (refer to col. 4 or key assumptions).

[3] In the Year 1 Work Plan submitted to USAID, the team used the term "components" to refer to the first-level intermediate results. It also used "program area" to refer to second-level or sub-intermediate results. Meanwhile, the term "deliverables" refer to the third-level intermediate results.

[4] For some indicators (e.g. those related to business permits), the baseline data and the target for year 1 (2012) will be the same.

[5] For some indicators, the target will only be for year 2 since the baseline data and year 1 target will be the same, e.g. business permits-related KPIs.

Figure 2: SUMMARY OF DELIVERABLES/ OUTPUTS FOR COMPONENT 1 (IR 1) ON STREAMLINED BUSINESS REGISTRATION PROCESSES

Intermediate Result 1. Streamlined Business Registration Process and Reduced Transaction Costs in Partner Cities

IR 1.1. Complied with BPLS standards in partner cities

DELIVERABLE 1. – Ensured Compliance with BPLS Standards
Output 1 – Assessment report on the current status of BPLS reforms
Output 2 – Local Study Tours
Output 3 – Action plan of target cities
Output 4 – Assessment report on the Streamlined Processes for new and renewing business applications
Output 5 – Report on the Conduct of Client Satisfaction Survey in Three Cities
Output 6 – Information Strategic System Plan (ISSP) for each of the Three Cities

DELIVERABLE 2. Improved Business-One-Stop-Shop (BOSS)
Output 1 – Assessment Report on BOSS
Output 2 – Report on the conduct of a Client Satisfaction Survey
Output 3 – Action Plan of BOSS Reforms in Three Cities
Output 4 – Assessment Report on the BOSS (reformed) in three cities
Output 5 – Institutional Study on NERBAC, BOSS, and the PBR

DELIVERABLE 3.Improved System of Business Inspections
Output 1 - Assessment Report on Inspection Processes in the Target Cities
Output 2 – Study on Benchmarking of Inspection Fees
Output 3 – Action Plan on Inspection Reforms for Implementation in Target Cities
Output 4 - Study on Risk Based Inspection
Output 5 – Report on the Assessment of the Reformed Inspection Systems

DELIVERABLE 4 – Engaged Stakeholders on BPLS Reforms
Output 1 – Conduct of Workshops
Output 2 – Report on City Engagement of the Private Sector

IR 1.2. Strengthened National Government support to BPLS reforms

DELIVERABLE 1.- Enhanced Connectivity to PBR
Output 1 – Report on the Assessment of PBR Phase 1
Output 2 – SEC Connectivity to PBR
Output 3 – Roadmap for PBR Implementation
Output 4 – Connectivity of three partner cities to the PBR

DELIVERABLE 2. – Enhanced Policy Support to BPLS Computerization
Output 1 – Survey Design on BPLS Computerization
Output 2 – Report on Project-supported policy recommendations to NCC, DTI and DILG
Output 3 – Training Manuals on BPLS Automation

DELIVERABLE 3. – Supported National Government BPLS Guides and Standards for LGUs
Output 1 – Memorandum Circular (MC) disseminating knowledge products on BPLS
Output 2 – Assessment of BPLS Standards in the DILG-DTI Joint Memorandum Circular No. 1 Series of 2010
Output 3 – Workshop on the use of "eBPLS Planning and Implementation Guide"
Output 4 – Workshop on the Conduct of Business-Friendly Inspections

DELIVERABLE 4 – Strengthened Monitoring of the Anti-Red Tape Law
Output 1 – Conduct of the Report Card Survey on BPLS in Three Cities
Output 2 – Report on the Revision of the Citizen's Charters in Three Cities

IR 1.3. Improved permitting processes in priority economic sectors

DELIVERABLE 1 – Streamlined Construction Permitting Process
Output 1 – Recommendations on the Streamlining of Construction Permits

DELIVERABLE 2 – Streamlined Special Permitting Processes in Tourism
Output 1 – Recommendations on the Streamlining Processes for operating hotel establishments

Figure 3: SUMMARY OF DELIVERABLES/ OUTPUTS FOR COMPONENT 2 (IR 2) ON IMPROVED INVESTMENT PLANNING AND PROMOTION IN PARTNER CITIES

Intermediate Result 2. Improved Investment Planning and Promotion in Partner Cities

IR 2.1 – Strengthened investment planning, programming and budgeting in partner cities

DELIVERABLE 1 – Improved Required Local Planning Documents (e.g. CDP/CLUP, LDIP/AIP, Annual Budget, ELA)

Output 1 – Assessment report on planning documents & processes
Output 2 – Report on the conduct of an International Study Tour
Output 3 – Report on the Shared vision for economic and investment growth & direction
Output 4 – List of programs, projects and activities for 2013
Output 5 – Proposed list of programs and projects for 2014

DELIVERABLE 2 –Updated Local Investment and Incentive Code (LIIC) and Local Revenue Code (LRC)

Output 1 – Inventory of investment incentives and recommendations for local applications
Output 2 – Report on the requirements of the cities for the reformulation of the LIIC
Output 3 – Study on the inconsistency of incentives provided in national laws and local applications (e.g. compendium of incentives provided in national laws)
Output 4 – Updated LIICs and LRCs

DELIVERABLE 3 – Increased Investments of the Private Sector in Public Sector Projects

Output 1 – List of programs, projects and activities for PPP
Output 2 – Project Concept Documents
Output 3 – Report on the training on managing risks & responsibilities in joint implementation of development projects (e.g. concept design and business cases)
Output 4 – Report on fund sourcing of Public-Private Arrangement forged

IR 2.2 – Improved capacities of LEIPOs and NERBAC in investment planning and promotion

DELIVERABLE 1 – Improved Capacity of the LEIPO

Output 1 – Assessment report on the LEIPO
Output 2 – Detailed work plan for the LEIPO
Output 3 – Report on the implementation of action plan of LEIPOs
Output 4 – Partnership arrangements with relevant national agencies, local chambers and business groups

DELIVERABLE 2 – Organized City Business Forums

Output 1 – Report on the conduct of city Business Forum
Output 2 – Report on the commitments for additional investments in the partner cities

DELIVERABLE 3 – Strengthened NERBAC Support to Partner Cities

Output 1 – Recommendations for strengthening the links between the information system of NERBAC and the City Investment Center

IR 2.3 – Improved capacities of MSMEs to become competitive

DELIVERABLE 1 – Developed Mechanisms to Promote Innovation in Target Cities

Output 1 – Study to develop concepts of business incubation relevant in Batangas City

DELIVERABLE 2 – Improved Positioning of Industries in Partner Cities

Output 1 – Recommendations to enhance industry growth in target cities
Output 2 – Recommendations for the development of a system to measure economic performance and competitiveness of cities

DELIVERABLE 3 – Improved Credit Availment of SMEs

Output 1 – Report on the project assistance in promoting BPI credit facility in the partner cities
Output 2 – Participation in *Arangkada 2012*

Figure 4: Summary of Deliverables/Outputs for Intermediate Result (IR 3) on Improved LGU Support System

Intermediate Result 3. Improved Support System for LGU Competitiveness

IR 3.1 – Developed Indicator System for Growth and Competitiveness at the National, Regional and Local Levels

DELIVERABLE 1-- Improved capacity to measure the economic performance of partner cities towards competitiveness

Output 1 – Recommendations for measuring economic performance and competitiveness of cities
Output 2 – Economic and Competitiveness Information System in target cities

IR 3.2 – Supported Inter-agency Committees on Investment and Business Registration

DELIVERABLE 1 -- Supported government inter-agency committees on investment and business registration

Output 1 – Report on the assistance provided to the relevant inter-agency committees

IR 3.3 – Supported USAID CDI activities

DELIVERABLE 1 – Assisted USAID in the preparation of action plans in cities assisted by the Cities Development Initiative (CDI)

Output 1 – Report on the CDI planning workshops
Output 2 – Selection criteria and short-list of cities for the CDI

CROSS CUTTING CONCERNS

DELIVERABLE 1 – Formulation and Implementation of the Performance Management Plan

Output 1 – Monitoring and Evaluation (M&E) Plan
Output 2 – Quarterly Performance Monitoring Report (QPR)

DELIVERABLE 2 – Formulation and Implementation of a Gender Action Plan

Output 1 – Gender Plan
Output 2 – Inclusion of gender indicators in regular M and E reports

IV.
Gender and Development Action Plan

The INVEST Gender and Development Action Plan (GAD-AP) proceeds from the premise that women constitute half of the human resources of a country or community and ought to be harnessed so that the full potential of a country or community for growth and development is realized. In the context of the INVEST Project, this implies that women entrepreneurs must contribute to the process of making cities competitive by, for instance, undertaking productive economic activities, participating in efforts to reform business registration and to capacitate city governments in investment planning and promotion or ensuring that female staff of the city government are fully involved in investment planning and programming as mandated by their functions.

The INVEST GAD-AP was formulated o the basis of a gender review of the Project design, which led to the identification of tentative activities/performance indicators. This was done to ensure that gender concerns were consciously considered during the Project's planning and monitoring stages. In the Project context, gender issues may come in the form of male-female differentials in participation in systems planning and programming activities, in policy and decision making, or in availing of benefits that may result from system improvements. These can be verified with the collection of sex-disaggregated data.

Considering that the focus of INVEST is on systems improvement and capacity building, the original INVEST proposal did not pay special attention to gender. The thrust of the INVEST Project is essentially to improve the business permitting and licensing (BPLS) system of three partner cities and to build capacity in investment planning, programming and budgeting among local economic and investment officers.

The gender perspective was introduced during the Project's operational planning phase. As part of its work planning activity, the Project Team systematically reviewed the current project design and identified specific areas where there could be gender issues and where there is scope for addressing women's concerns. These gender issues have been articulated as gender statements, which can be viewed as tentative hypotheses that can be verified with available data *(Please refer to Annex C).*

Initially, there was no sex-disaggregated data that could shed light on the possible existence of gender issues in the Project's areas of concern. Hence, the first major GAD action done in INVEST is to collect sex-disaggregated data. The data will be used to ascertain if there are meaningful male-female imbalances in availing of opportunities to participate and influence the design of reforms arising from the Project, or to use and benefit from such reforms.

A gender training was conducted during the first quarter of 2012 to orient the Project Team, including the City Project Advisors (CPAs) and counterpart staff in the partner cities, on gender concerns. The workshop also trained its participants on ways to more effectively and efficiently mainstream gender and development concerns in the various Project activities. Another gender workshop was also conducted in November of the same year to (1) brief the Project Team, including the CPAs, on the new gender policy of USAID and (2) to revisit the initial GAD-AP.

The revised GAD-AP *(Table 1)* elaborates the entry points where GAD concerns may be integrated considering the results expected from the INVEST Project. The gender workshop also paved the way for the formulation of gender-related performance indicators (see PIRS No. 34-37) that would be included in the Project's Monitoring and Evaluation System.

Table 1. The INVEST Project Gender and Development Action Plan

Expected Project Results	Gender Statements Actions	Entry Points	Objectives	Activities (Performance Indicators)
<u>INVEST Long-Term Goal</u>: Increase Domestic and Foreign Investments **<u>INVEST Strategic Objective</u>: Improve the Enabling Business Environment** In partnership with relevant national government agencies, such as the DTI and DILG, as well as the partner cities of Batangas, Cagayan de Oro and Iloilo, INVEST seeks to create and/or enhance investment enabling environments in the said cities. **<u>INVEST Intermediate Results</u>** • Streamlined business registration processes and reduced transaction costs in partner cities • Improved investment	**Gender–Related Goals** Ensure that men and women both benefit from the streamlined business registration processes and improved investment planning & promotion efforts. Ensure that men and women are given equal opportunities to participate in the various activities of the project such as workshops and will be actively involved in the decision-making process that will be undertaken in the project	**<u>Project Management</u>** Gender concerns can only be mainstreamed in the project if the Project Team members are aware of the gender framework of USAID and the gender issues and concerns that should be addressed by the Project.	To ensure that staff members are technically prepared to promote gender equality and/or integrate GAD in their respective responsibilities and activities .	Conduct of seminars or briefings on gender sensitivity and mainstreaming for project personnel • All project personnel trained on gender sensitivity and mainstreaming Hire a local Gender Expert to ensure the integration of the gender perspective in project activities and operations
		<u>Project Planning</u> It is important that gender considerations are discussed even at the planning stage of the Project. Addressing gender issues and concerns as part of the work plan of the Project should be encouraged and done.	To integrate gender equality concerns in the Project work plan that is aligned with the Project objectives. To integrate gender Indicators into the Project's Performance Management Plan Identify relevant gender issues and ensure that these are addressed in each project component.	Conduct of planning sessions to integrate the Gender Perspective in the activities of each project component • Integrate the gender perspective in project activities
		<u>Project Implementation.</u> Component 1 of the Project aims to streamline business registration processes and reduce transaction costs.	To assess the number of male- and female- owned business establishments in the	Conduct training programs on the streamlining of the cities' business permits and licensing systems that will be participated in by both male and female

Expected Project Results	Gender Statements Actions	Entry Points	Objectives	Activities (Performance Indicators)
planning and promotion in partner cities • Improved support system for LGU Competitiveness			three partner cities. To look into determining the effects of BPLS streamlining on male- and female-owned business establishments.	officials and staff of the partner cities and the male and female members of the local chambers Examine business registration data and disaggregate information on business registrants according to gender
		Component 2 of the Project will conduct capacity building activities that will train city officials and local chambers to improve their skills at investment planning and promotion. It will also build the capacities of MSME owners, who are often female, in availing and accessing credit.	To promote ensure that both male and female entrepreneurs' participate in the activities of the Project related to component 2.	Prepare a profile of business establishments in partner cities disaggregated by gender in 2013 and assess the effects of streamlining by gender. Conduct training programs that will improve investment planning and promotion that will include men and women participants from the city governments and the local chambers Conduct of capability building programs for MSMEs in partner cities to avail and access credit • Capability building program for SMEs attended by male and female business owners

Expected Project Results	Gender Statements Actions	Entry Points	Objectives	Activities (Performance Indicators)
		Project Monitoring and Evaluation The regular monitoring of Project activities should include the GAD action plan as well as issues that may impact on differential impact and outcome of the Project on males and females.	To ensure that GAD initiatives are surfaced in all Project reports. To establish a monitoring system in partner cities that will consider gender considerations.	Collect and analyze relevant sex-disaggregated data from the activities of the Project. Monitor female/male participation in business registration streamlining and investment promotion efforts. Inclusion of gender indicators in the M&E system of INVESTS based on the guidelines of USAID. • Sex-disaggregated data included in the Project's M&E System Inclusion of gender segregated information in the End Project Report, especially in discussions on lessons learned and best practices

V.
The INVEST Performance Monitoring Plan

The INVEST Performance Monitoring Plan (PMP) adheres closely to the guidelines set by USAID.[7]

A. Proposed Elements of the PMP

The following nine elements of the PMP summarize the information details provided in the attached Performance Indicators Reference Sheets (PIRS) which constitute *Annex D.*

1. Performance Indicators and their Definitions

Following a thorough and iterative consensus-building process, the INVEST Team identified a total of thirty-seven (37) Key Performance Indicators *(Annex D),* which are also presented in matrix format in the INVEST Project's overall Logframe *(Annex A).* A summary of the Project's key indicators is presented in *Table 2* below:

Table 2. Summary of Key Performance Indicators (KPIs)

Level of Objective/Results	No. of KPIs
Goal	3
Strategic Objective	3
Output Level	
Component 1 (IR 1.0)	
Program Area/IR 1.1	6
Program Area/IR 1.2	3
Program Area/IR 1.3	1
Component 2 (IR 2.0)	
Program Area/IR 2.1	4
Program Area/IR 2.2	3
Program Area/IR 2.3	5
Component 3 (IR 3.0)	
Program Area/IR 3.1	1
Program Area/IR 3.2	1
Program Area/IR 3.3	2
Cross-cutting/GAD	4
Total	**36**

The PIRS in *Annex D* provides the detailed definition of each performance indicator, to ensure that different people at different times, given the task of collecting data for any given indicator, will

[7] USAID Center for Development information and Evaluation, "Preparing a Performance Monitoring Plan" (1996), pages 2-4.

collect more or less identical data. The information provided in the PIRS include, among others, a description of the required data, the collection methods to be used in collecting them, and the methods of analysis to be applied on them. Baseline data and annual and life-of-project (two-year) targets at the Impact/Goal, Outcome/Purpose, and Output levels – per key indicator at the city level – have been determined in consultation with city officials, to ensure: (a) broad-based commitment to performance targets; (b) a common understanding of the meaning and significance of the indicators and targets; and (c) accuracy of values/figures, especially the baseline. Targets are already shown per key indicator at the Input level, as well as for national level indicators *(Annex A)*.

2. Data Sources

The attached PIRS indicate the specific data source per key indicator. There will be four major sources of monitoring data for the Project: (a) LGU records/files (in paper or electronic form), particularly those being maintained by the City's Business Permit and Licensing Office (BPLO), Treasurer's Office, Budget Office, Assessor's Office, Planning and Development Office, Local Economic and Investment Promotions Office (LEIPO or its equivalent), and inspection units; (b) records/files of the relevant national government agencies (NERBAC, DTI, DILG, NEDA, SEC, NSCB and NSO); (c) project-commissioned customer satisfaction surveys, exit interviews, and similar other studies; and (d) internally-prepared project reports. Other data sources will include: (a) participating NGOs/CSOs; (b) websites of Philippine and Asian cities; (c) relevant competitiveness reports such as that of the Philippine Cities Competitiveness Ranking Proect (PCCRP); and, (d) projects of other development partners.

3. Methods of Data Collection

The INVEST Project will optimize the use of secondary data. As shown in *Annex D*, most of the data that will be required to track the key performance indicators will be sourced from the city LGU records/files by the INVEST Project City Program Advisers (CPAs), reviewed thoroughly, and as appropriate, used as input for project reports. Data availability and quality are not expected to be major issues, considering that the partner cities are classified first class cities based on income and thus have the resources to ensure such availability and quality.

In some cases, the LGUs will be requested to process raw data, e.g., comparing the license or permit application dates with the issuance dates (as basis for averaging the lapsed time for the processing of applications). Some of the required data, e.g., on business permits processing metrics, may be collected from surveys (e.g., IFC Doing Business Survey) and from websites of Asian cities. The CPAs will also collect secondary data from other available sources such as competitiveness reports, related surveys and studies, other relevant printed or electronic references, as well as newspapers and similar publications and other mass media.

Primary data will be collected using individual Short-Term Technical Assistance or sub- contracted firms, based on statements of work that will provide clear guidance as to data collection methods/protocols, and instruments. Collection methods will also include interviews and direct observation. In all cases, data will be disaggregated by gender, as appropriate, and in support of the Project's Gender Action Plan.

4. Frequency and Schedule of Data Collection

The PMP will ensure that reliable, comparable, timely, and sufficiently detailed data will be gathered periodically to measure implementation progress. The PIR sheets in *Annex D* show that data will usually be collected at the beginning and/or at the end of the year, to be used as input/basis for assessing performance. Baseline and updated data on business renewals, in particular, will have to be collected during the actual registration periods in 2012 and 2013. Data related to training, workshops, conferences and similar forums will be collected before and after each event.

In order to prove the practical value of the performance monitoring system, and to ensure a dynamic multi-directional flow of information, deadlines will be imposed not only on data collection and report submission but also for the report readers/users to provide feedback/ guidance/instructions to the reporters and data sources. These deadlines are included in the attached PIRS.

5. Responsibility for Acquiring Data

Under the INVEST Project, collection of secondary data, and to some extent, some of the envisioned primary data, is mainly the responsibility of the CPAs, who will be supported by LGU personnel and the INVEST M&E Unit based at the Project's Home Office. Individual STTAs (including survey enumerators and "process mappers") and sub-contracted firms to be engaged under the project to perform complementary specialized services will be responsible for primary data collection relevant to the services for which they had been contracted.

6. Data Analysis Plans

The PIRS specify how data for individual key performance indicators will be analyzed, reported, reviewed and used. Both quantitative analytical techniques (e.g., those that will be used to assess patterns in new business registrations), and qualitative/descriptive methods (e.g., those that will be used for analyzing the streamlining of business registration processes) will be applied. Performance data will be analyzed against the baseline, over time (quarter-to-quarter and year-to-year), and across the partner cities. Analysis will focus on comparing targets and actual financial and physical performance using simple "degree of deviation" analysis. Accomplishments will be assessed in terms of criteria such as: (a) effectiveness, e.g., the extent to which the INVEST Team was able to execute its work plan; (b) timeliness of implementation, including the main reasons for, and remedies to, delays; and (c) efficiency of operations (improving input-to-output ratio as the project "matures" towards the second year of implementation). Project achievements will also be benchmarked against performance in comparator cities in the Philippines and in Asia.

7. Plans for Complementary Evaluations

During the course of INVEST's implementation, two types of evaluation will be conducted: (a) quarterly operations assessments; and (b) annual strategic evaluations *(Please refer to Section 6 of the M & E plan)*. The operations assessments will measure the effectiveness and efficiency of activity implementation (as detailed in the Annual Work Plan), which are intended to achieve the Project's Outcome/Purpose and Outputs in Rows 2 and 3 of the Logframe. Operations assessments will be the subject of quarterly meetings to discuss the Quarterly Performance Reports. On the other hand, the annual strategic assessment workshops will focus on the degree to which the Project is likely to achieve the Strategic Objective stated in the Results Framework, as well as the Impact/Goal specified in Row 1 of the Logframe, and on the factors that are facilitating or hindering such achievement. While operations assessments take as given the current set of project activities and their cause-and-effect relationships, strategic evaluations will take a more critical stance in reviewing the relevance, mix, completeness, and proportionality of activities intended to achieve results objectives. Operational assessments will aim to confirm if the project is "doing things right"; in comparison, strategic assessments will verify if the project is "doing the right things".

8. Plans for Communicating and Using Performance Information

Baseline and updated data will feed into the decision-making processes of the Project so that it could improve its performance, resource allocation, and communication of its story. Collected data and their analyses will be presented in simple standard report formats to be provided (and subsequently refined) by the INVEST Team. The resulting findings, conclusions and recommendations will be contained in Quarterly Performance Reports, and "exception reports" which, in turn, will be presented and discussed in regular Project coordination workshop-meetings and performance reviews, as well as in special forums that may be conducted for this purpose at the city or national/inter-city level.

An analysis of the extent to which the critical/key assumptions stated in the Project's Results Framework and Logframe remain valid will form part of discussions to be carried out during the assessment workshops. If these prove no longer valid, the appropriate adjustments in project implementation strategies and/or work plans will be presented to USAID, whose subsequent approval will need to be secured.

9. Budget

Since most of the key performance indicators will require data to be collected by the CPAs, the data collection cost is not expected to be substantial. Partner cities are also expected to share in the cost of collecting, processing and presenting some of the required data. A corresponding budget for primary data collection will be incorporated into the agreements to be signed with STTAs and sub-contractors to be engaged by the INVEST Team. Cost estimates are shown on Row 4 (Inputs) of the Project Logframe based on the Project's financial plans.

B. PMP Implementation

Operationally, the performance monitoring system of the INVEST Project will consist of the following five **core activities**:

1. **Quarterly Progress Reporting.**[8] On the basis of the detailed Annual Work Plan (AWP) prepared by the INVEST Team and each participating city following a standard format,

[8] Page 17 of the USAID ADS Chapter 203: "Assessing and Learning" Aug. 8, 2011 states: "Experience suggests that the information needed for managing activities and projects (tracking inputs and outputs) should be available on a quarterly basis." Where projects require monthly reports, the monitoring and reporting burden constrained the ability of reporting units to respond to other implementation concerns; in addition, monthly reporting likewise proved burdensome to the report users (project managers), to the extent that monthly reports are left mostly unread.

quarterly progress reports will show in detail information regarding planned versus actual performance. These reports can readily be used as basis for tracking implementation progress, identify bottlenecks/constraints, and provide an informed basis for project management to make the necessary decisions and/or take the appropriate actions.

2. **Quarterly and Ad-hoc Coordination Meetings.** These meetings will be convened to discuss: (a) “normal” implementation issues; (b) issues emerging from the quarterly physical and financial progress reports; and (c) more generally, the status of AWP implementation, possibly including the need for updating or adjusting the approved AWP. The discussion of quarterly progress reports will focus on the comparison between targets and actual financial and physical performance. It will also focus on implementation issues linked to – or inferred from – physical and financial data.

   Quarterly coordination meetings will be scheduled in conjunction with the discussion of processes and results, rather than held as stand-alone activities, in order to mainstream monitoring and evaluation into the project management system, and to optimize use of time and resources.

3. **Mid-Year and Annual Assessment Workshops.** Prior to the preparation of the Year 2 AWP, performance during the previous year will need to be assessed, based particularly on: (a) strategic relevance, defined to mean the extent to which individual activities funded by the Project contribute directly and significantly towards achieving outcomes and impacts; (b) effectiveness of implementation, which is understood as the degree to which agreed targets have been achieved; (c) overlaps and gaps in activities to ensure that a complete and proportionate package of activities can be implemented to realistically achieve targets; and (d) emerging lessons learned and replicable “project models” that could be derived from these. Performance assessment results are intended to serve as inputs for the updated/Year 2 AWP, as well as for USAID project tracking. Mid-year assessment workshops will also provide a firm basis for the cities to introduce timely interim/mid-course adjustments into their AWPs.

4. **External and Independent Audit.** To further enrich performance management, and as a “cross check” to internal monitoring and reporting, the PMP will include the conduct of an independent audit of the Project.

VI.
Key Evaluation Questions

For the purpose of conducting the regular evaluation of the project, as reflected in the various performance reports submitted to USAID, the following indicative guide questions will be used:

1. What is the extent to which the Project has met its annual targets at all levels of the Logframe? To what degree have the intermediate results, deliverables and outputs been able to move the project forward in terms of achieving the expected outcome? If the outcome is not yet visible, to what extent will emerging results be able to support the achievement of the outcome by the end of the project? Under what conditions?

2. What factors are enhancing or constraining the generation of the intermediate results, deliverables and outputs? What specific and concrete measures, if any, should be undertaken to enhance results generation? By whom, when and how?

3. How effective is the flow/delivery of project inputs (e.g., STTA) from the central level (INVEST TA Team in Manila) down to the city-specific level, by component and by type of input? (This question will address the "vertical processes" of delivering project inputs from the central down to the city level. Such processes will include the review and approval of statements of work, procurement/sub-contracting, and funds flow.)

4. What is the level and quality of participation/support of the key offices within the LGUs, concerned national government agencies, private sector, NGOs/CSOs, and other stakeholders? How can the "quality" of this participation be further enhanced?

5. What priority policy, design and/or implementation/operational issues should be addressed? How?

6. What organizational and/or management adjustments are required?

7. To what extent are key assumptions stated in the Results Framework and Logframe still valid? Which assumptions in the Results Framework and Logframe need to be updated? Why?

8. What gender issues are emerging? To what extent is the Gender Action Plan being implemented and how is this contributing to the achievement of the project outcome?

9. What key lessons learned are being drawn from project implementation and how can these be applied in: (a) the ensuring year of implementation; (b) other cities; and (c) the larger Partnerships for Growth (PfG) initiative?

10. What, if any, adjustments are needed to enhance the usefulness of this M&E plan including the project results framework, performance monitoring plans, indicators, targets and/or evaluation questions?

Annex A
Logical Framework of the INVEST Project
(as of 7 January 2013)

Narrative Summary (Col. 1)	Objectively Verifiable Indicators (Col. 2)					Means of Verification (sources of data for tracking performance indicators) (Col. 3)	Key Assumptions (conditions influencing performance but beyond the control of the project) (Col. 4)
	Key Performance Indicators (KPIs)	Base-line	Jan.-Dec. 2012[9]	Jan.-Sept. 2013	Life-of-Project (LOP)		
Row 1: Impact/Goal Increased domestic and foreign investments						**For impact assessment:**	
(1) National Level	(1a) Foreign direct investments (as % share in GDP)	0.8[11]	1.0	1.0	1.0 --	(1a) *Bangko Sentral ng Pilipinas* (BSP) data from the balance of payments on foreign direct investment, net of disinvestment by foreigners, as reported in the WB indicator system	Expected impact can be achieved if the following conditions prevail: • No major shock/s in world and/or Phi. Economy • No major natural disaster in partner cities
	(1b) No. of domestic business registration (SEC)[10]	27,875	27,875	29,300	29,300 --	(1b) Securities and Exchange Commission (SEC) data on approvals for incorporation for partnerships and corporations;	2012 estimates and 2013 projections on FDI-to-GDP ratios are based on historical values from 2009 – 2011.
	(1c) No. of new business name registered (DTI)	272,429	272,429	286,000	286,000	(1c) Department of Trade and Industry (DTI) data on new business name registration for single proprietors; and	Projections on business registrations assume that number of businesses is directly related to real GDP growth. Even if foreign investments will grow but if GDP growth will be faster, then the ratio of foreign investment to GDP will not increase but can actually
	(1d) No. of new registered cooperatives (CDA)	20, 792	24,355	26,930	26,930	(1d) Cooperative Development Authority (CDA) master list of registered cooperatives; 2012 figures are annualized based on November 2012 master	

[9] 2012 city level data are as of August 2012.
[10] SEC data include corporations (stock and non-stock) and partnerships, DTI data cover single proprietorship and CDA data cover cooperatives.
[11] FDI data is from the World Bank Data: http://data.worldbank.org/indicator/BX.KLT.DINV.WD.GD.ZS

Narrative Summary (Col. 1)	Objectively Verifiable Indicators (Col. 2) Key Performance Indicators (KPIs)	Base-line	Jan.-Dec. 2012[9]	Jan.-Sept. 2013	Life-of-Project (LOP)	Means of Verification (sources of data for tracking performance indicators) (Col. 3)	Key Assumptions (conditions influencing performance but beyond the control of the project) (Col. 4)
						list;	decrease.
(2) City Level	(2a) No. of business registrations (by partner city) - Batangas - Iloilo - Cagayan de Oro	(2011) 5,426 13,266 14,747	tbd[12] tbd tbd	tbd[14] tbd tbd		City Treasurer's Office Business Permit and Licensing Office (BPLO)	
Row 2. Outcome/Purpose (1) Improved enabling business environment	(1a) City competitiveness ranking (for dimensions relevant to INVEST) **Batangas**					**For outcome assessment:** • Data of International Finance Corporation's Sub-National Doing Business (SNDB) Report 2012 • Asian Institute of Management – Philippine Cities Competitiveness Ranking (AIM-PCCR) Project 2012 Report • City Treasurer's Office and BPLO records • Sub-National INVEST records	Purpose level targets can be achieved if the following conditions prevail: • Relatively stable local peace and order and political conditions • Rate of inflation does not exert too much pressure on investors as well as LGU fees • The current administration per city will re-elected in the 2013 elections. The use of PCCRP indicators and the IFC's SNDB) assumes that AIM and the IFC will continue to conduct the surveys and will publish the results before the Project ends in September 2013.
	▪ Processing time for renewing business permit (PCCRP)	4th	4th	3rd	3rd		
	▪ Rating of process & procedure for renewing business permit (PCCRP)	5th	5th	4th	4th		
	▪ Provision of tax incentives (PPCRP)	1st	1st	1st	1st		
	▪ Starting a business (WB)	18th	18th	15th	15th		
	Iloilo						
	▪ Processing time for renewing business permit (PCCRP)	7th	7th	6th	6th		
	▪ Rating of process &	10th	10th	9th	9th		

[12] The 2012 data will be available by end-January 2013.

[14] The target for 2013 will be based on the average growth rate of 2011 and 2012 plus 5 percent. It will be set after the 2012 data becomes available.

Narrative Summary (Col. 1)	Objectively Verifiable Indicators (Col. 2)					Means of Verification (sources of data for tracking performance indicators) (Col. 3)	Key Assumptions (conditions influencing performance but beyond the control of the project) (Col. 4)
	Key Performance Indicators (KPIs)	Base-line	Jan.-Dec. 2012[9]	Jan.-Sept. 2013	Life-of-Project (LOP)		
	procedure for renewing business permit (PCCRP)						
	▪ Provision of tax incentives (PPCRP)	2nd	2nd	1st	1st		
	▪ Starting a business (WB)	20th	20th	17th	17th		
	Cagayan de Oro						
	▪ Processing time for renewing business permit (PCCRP)	1st	1st	1st	1st		
	▪ Rating of process & procedure for renewing business permit (PCCRP)	5th	5th	4th	4th		
	▪ Provision of tax incentives (PPCRP)	2nd	2nd	1st	1st		
	▪ Starting a business (WB)	14th	14th	11th	11th		

Narrative Summary (Col. 1)	Objectively Verifiable Indicators (Col. 2)					Means of Verification (sources of data for tracking performance indicators) (Col. 3)	Key Assumptions (conditions influencing performance but beyond the control of the project) (Col. 4)
	Key Performance Indicators (KPIs)	Base-line	Jan.-Dec. 2012[9]	Jan.-Sept. 2013	Life-of-Project (LOP)		
	(1b) Employment generated from registered businesses[15]					No. of employees as indicated in the application form submitted to BPLO	The accuracy of the data will depend on the extent with which business applicants fill up the field on employment in the business application form.
	- Batangas	tbd	tbd	tbd	tbd		
	- Iloilo	tbd	tbd	tbd	tbd		
	- Cagayan de Oro	tbd	tbd	tbd	tbd		
	(1c) Collection from business registration taxes and fees (In million pesos)	(2011)				Report of the City Treasurer's Office	
	- Batangas	374.1	tbd[16]	tbd	tbd		
	- Iloilo	332.7	tbd	tbd	tbd		
	- Cagayan de Oro	396.0	tbd	tbd	tbd		

[15] The data on employment will still be extracted from the business application forms in the three partner cities in January – March 2013. Once determined the targets for the 2013 will be set.

[16]

Narrative Summary (Col. 1)	Objectively Verifiable Indicators (Col. 2)					Means of Verification	Key Assumptions (conditions influencing
	Key Performance Indicators (KPIs)	Base-line	Jan.-Dec. 2012[9]	Jan.-Sept. 2013	Life-of-Project (LOP)	(sources of data for tracking performance indicators) (Col. 3)	performance but beyond the control of the project) (Col. 4)
Row 3: Outputs: reforms (such as reduction in BPLS processing time), studies, systems, services, databases, products and other deliverables to achieve the project purpose stated in Row 2 above) **COMPONENT 1 (I.R .1): Streamlined business registration process and reduced transaction costs in partner cities**							

Narrative Summary (Col. 1)	Objectively Verifiable Indicators (Col. 2)					Means of Verification (sources of data for tracking performance indicators) (Col. 3)	Key Assumptions (conditions influencing performance but beyond the control of the project) (Col. 4)
	Key Performance Indicators (KPIs)	Base-line	Jan.-Dec. 2012[9]	Jan.-Sept. 2013	Life-of-Project (LOP)		
Program Area 1.1: Complied with BPLS in Partner Cities **Deliverable** 1. Ensured compliance with BPLS standards (5 steps, 5 signatories, 10 days for new registration, and 5 days for renewal) Outputs Output 1: Assessment report on the current status of BPLS reforms Output 2: Local study tours Output 3: Action plan on BPLS of target cities Output 4: Assessment report on the streamlined processes for new and renewing business applications Output 5: Report on the Client Satisfaction Survey Output 6: Information Strategic System Plan (ISSP) for each of the partner cities	**BPLS actual – to- standard comparison**					**For output monitoring:** ▪ Quarterly "M&E for LGU Business Innovations" reports - Project reports verifying actual adoption of streamlining (no. of steps, signatories, length of time) & inspection reforms (checklist, schedule, etc.) - Project assessment reports on BPLS (new and renewal) and BOSS - Project reports verifying actual functionality of IT solution - Training documentation - Report Card/Customer Satisfaction Survey - Policy paper w/ criteria	Expected outputs can be produced if the following conditions prevail: ▪ Required resources are available on time ▪ The necessary legislations are enacted by the *Sanggunian Panglungsod* ▪ All city regulatory and NGA offices concerned will provide fill support to the BPLS reforms
	Batangas						
	New registration[17]						
	▪ Steps (no.)	22	22	5	4		
	▪ Signatories (no.)	22	22	2	2		
	▪ Forms (no.)	11	11	1	1		
	▪ Processing time (ave. days)	10 days	10 days	5 days	1 hour		
	Renewals [18]						
	▪ Steps (no.)	17	17	5	4		
	▪ Signatories (no.)	14	14	2	2		
	▪ Forms (no.)	3	3	1	1		
	▪ Processing time (ave. days)	1 day, 5hrs, 30mins	1 day, 5hrs, 30mins	1 day, 5hrs, 30mins	1 hour		
	Iloilo						
	New registration						
	▪ Steps (no.)	27	27	5	5		
	▪ Signatories (no.)	26	26	2	2		
	▪ Forms (no.)	8	8	1	1		
	▪ Processing time (ave. days)	22 days	22 days	5 days	1 day 4 hours		
	Renewals						
	▪ Steps (no.)	13	13	5	3		
	▪ Signatories (no.)	13	13	2	2		
	▪ Forms (no.)	4	4	1	1		
	▪ Processing time (ave. days)	3 days, 4hrs	3 days, 4hrs	5 days	<1 hour		

[17] Data for *new registration* are based on the INVEST study on the new registration process of the cities is finalized.
[18] Data for *renewals* are based on the results of the INVEST assessments.

Narrative Summary (Col. 1)	Objectively Verifiable Indicators (Col. 2)					Means of Verification (sources of data for tracking performance indicators) (Col. 3)	Key Assumptions (conditions influencing performance but beyond the control of the project) (Col. 4)
	Key Performance Indicators (KPIs)	Base-line	Jan.-Dec. 2012[9]	Jan.-Sept. 2013	Life-of-Project (LOP)		
	Cagayan de Oro New registration					• Report on the Assessment of BPLS (New and Renewal) and BOSS	
	▪ Steps (no.)	17	17	5	4		
	▪ Signatories (no.)	27	27	2	1		
	▪ Forms (no.)	10	10	1	1		
	▪ Processing time (ave. days)	19 days	19 days	5 days	1 hour		
	Renewals						
	▪ Steps (no.)	8	8	5	4		
	▪ Signatories (no.)	13	13	2	1		
	▪ Forms (no.)	2	2	1	1		
	▪ Processing time (days)	2 days, 1hr, 50mins	2 days, 1hr, 50mins	2 days	1 hour		
Deliverable 2. Improved Business One-Stop Shops (BOSS) Outputs Output 1: Assessment report on the BOSS in the partner cities Output 2: Action plan of BOSS reforms in partner cities Output 3: Assessment report on the BOSS (reformed) in partner cities Output 4: Institutional study on the harmonization of NERBAC, BOSS & PBR Output 5: Report on the conduct of Client Satisfaction Survey in partner cities	**Proposed Action Plan for Improving the BOSS formulated and implemented in partner cities**					• Integtrated Report on Business Renewal And BOSS in INVEST Partner Cities • Report on the Action Plans Formulted in INVEST Partner Cities • Assessment of the Reformed BPLS and BOSS in 2013	The cities will be unable to implement the BOSS action plans due to lack of financial resources.
	- Batangas	None	Action Plan formulated	50 % of actions implemen-ted	50 % of actions impleme n-ted		
	- Iloilo	None	Action Plan formulated	50 % of actions implemen-ted	50 % of actions impleme n-ted		
	- Cagayan de Oro	None	Action Plan formulated	50 % of actions implemen-ted	50 % of actions impleme n-ted		

Narrative Summary (Col. 1)	Objectively Verifiable Indicators (Col. 2)					Means of Verification (sources of data for tracking performance indicators) (Col. 3)	Key Assumptions (conditions influencing performance but beyond the control of the project) (Col. 4)
	Key Performance Indicators (KPIs)	Base-line	Jan.-Dec. 2012[9]	Jan.-Sept. 2013	Life-of-Project (LOP)		
	Client Satisfaction Index based on the Exit Interview conducted in each Partner City					Results of the Exit Interview in 2012 and 2013	
	Batangas						
	▪ Time Spent in Renewing Business Permit	More than 1 day[19]	More than 1 day	<1 day	<1 day		
	▪ LGU services	82%[20]	82%	85%	85%		
	▪ Applicants' comfort while waiting for business permit processes	54%[21]	54%	60%	60%		
	▪ Friendliness of LGU staff	60%[22]	60%	70%	70%		
	▪ Helpfulness of LGU Staffs	52%[23]	52%	60%	60%		
	Iloilo						
	▪ Time Spent in Renewing Business Permit	More than 1 day	More than 1 day	<1 day	<1 day		
	▪ LGU services	88%	88%	93%	93%		
	▪ Applicants' comfort while waiting for business permit processes	92%	92%	95%	95%		

[19] Survey mode
[20] Net satisfaction rating
[21] Net comfort rating
[22] Net friendliness rating
[23] Net helpfulness rating

Narrative Summary (Col. 1)	Objectively Verifiable Indicators (Col. 2)					Means of Verification (sources of data for tracking performance indicators) (Col. 3)	Key Assumptions (conditions influencing performance but beyond the control of the project) (Col. 4)
	Key Performance Indicators (KPIs)	Base-line	Jan.-Dec. 2012[9]	Jan.-Sept. 2013	Life-of-Project (LOP)		
	▪ Friendliness of LGU Staff	92%	92%	95%	95%		
	▪ Helpfulness of LGU Staffs	88%	88%	93%	93%		
	Cagayan de Oro						
	▪ Time Spent in Renewing Business Permit	Less than 1hour	Less than 1 hour	< 1 hour	< 1 hour		
	▪ LGU services	98%	98%	98%	98%		
	▪ Applicants' comfort while waiting for business permit processes	89%	89%	94%	94%		
	▪ Friendliness of LGU staffs	96%	96%	98%	98%		
	▪ Helpfulness of LGU Staffs	92%	92%	95%	95%		

Narrative Summary (Col. 1)	Objectively Verifiable Indicators (Col. 2)					Means of Verification (sources of data for tracking performance indicators) (Col. 3)	Key Assumptions (conditions influencing performance but beyond the control of the project) (Col. 4)
	Key Performance Indicators (KPIs)	Base-line	Jan.-Dec. 2012[9]	Jan.-Sept. 2013	Life-of-Project (LOP)		
Deliverable 3. Improved system of business inspection Outputs Output 1: Assessment report on inspection processes in the partner cities Output 2: Study on benchmarking of inspection fees Output 3: Action plan on inspection reforms for implementation in partner cities Output 4: Study on Risk-Based Inspection Output 5: Report on the assessment of the reformed inspection systems	**Action plan prepared and implemented** - Batangas	None	Action plan prepared	50% of action plan implement ed	50 % of actions impleme n-ted	Integrated Report on the Assessment of the Inspection System in Partner Cities Report on the Action Plan on Inspection Formulated in Inspection System Assessment Report on the Reformed Inspection System in 2013	Limited resources of the city given that the inspection action plans were formulated after the 2013 budget was submitted by the city officials to the *Sanggunian Panglungsod.* Lack of time to undertake reforms that would need approval of the *Sanggunian Panglungsod* given the start of the campaign period in March 2013.
	- Iloilo	None	Action plan prepared	50% of action plan implement ed	50 % of actions impleme n-ted		
	- Cagayan de Oro	None	Action plan prepared	50% of action plan implement ed	50 % of actions impleme n-ted		
	Risk-based criteria in conducting inspection formulated	None		Recomme nded criteria submitted to DPWH & DILG			
Deliverable 4. Engaged Stakeholders on BPLS Reforms Output 1:Conduct of Workshops Output 2: Report on City Engagement of the Private Sector							

Narrative Summary (Col. 1)	**Objectively Verifiable Indicators** (Col. 2)					**Means of Verification** (sources of data for tracking performance indicators) (Col. 3)	**Key Assumptions** (conditions influencing performance but beyond the control of the project) (Col. 4)
	Key Performance Indicators (KPIs)	Base-line	Jan.-Dec. 2012[9]	Jan.-Sept. 2013	Life-of-Project (LOP)		
Program Area 1.2 (I.R 1.2): Strengthened National Government Support to BPLS Reforms **Deliverable 1**. Established connectivity to the Philippine Business Registry (PBR) Outputs Output 1: Assessment report on PBR Phase 1 Output 2: SEC Connectivity to the PBR Output 3: Roadmap for PBR	**Partner cities are connected to the PBR** - Batangas - Iloilo - Cagayan de Oro		Assessment of the require-ments for connecti-vity	Cities connected to the PBR	Cities connect ed to the PBR	Reports of the CPAs	Inability of the cities to comply with the requirements for city connectivity (e.g. budget) given the campaign period

Narrative Summary (Col. 1)	Objectively Verifiable Indicators (Col. 2)					Means of Verification (sources of data for tracking performance indicators) (Col. 3)	Key Assumptions (conditions influencing performance but beyond the control of the project) (Col. 4)
	Key Performance Indicators (KPIs)	Base-line	Jan.-Dec. 2012[9]	Jan.-Sept. 2013	Life-of-Project (LOP)		
implementation Output 4: Connectivity of three partner cities to PBR							
Deliverable 2. Improved Policy Support to BPLS Computerization Outputs Output 1: Survey design on BPLS computerization Output 2: Report on policy recommendations to NCC, DTI, and DILG Output 3: Training manuals of BPLS automation	**Policies to Support BPLS Computerization Issued**	None	Policy issuance (1)	Policy Issuance (1)	Policy issuan-Ces (2)	Report on the conduct of workshops on BPLS automation Minutes of TWG on eBPLS Meetings	Inability of the Department of Science and Technology to activate the TWG on eBPLS
Deliverable 3. Supported National Government BPLS Guide and Standards for LGUs Outputs Output 1: Memorandum Circular (MC) disseminating knowledge products on BPLS Output 2: Assessment of BPLS standards in the DILG-DTI Joint Memorandum Circular No. 1 Series of 2010 Output 3: Workshop on the use of "eBPLS Planning and Implementation Guide" Output 4: Workshop on the	**Updated issuances from National Government Agencies (NGAs)**	None	-	Draft Updated Circular submitted to DILG & DTI		Report on the assessment of BPLS standards including draft circular	Lack of acceptance by DILG and DTI on the recommended BPLS reform recommendations Lack of time by the oversight agencies to adopt, formulate and and issue the needed circulars that would implement the new BPLS standards

Narrative Summary (Col. 1)	Objectively Verifiable Indicators (Col. 2)					Means of Verification (sources of data for tracking performance indicators) (Col. 3)	Key Assumptions (conditions influencing performance but beyond the control of the project) (Col. 4)
	Key Performance Indicators (KPIs)	Base-line	Jan.-Dec. 2012[9]	Jan.-Sept. 2013	Life-of-Project (LOP)		
conduct of business-friendly inspections							
Deliverable 4. Strengthened Monitoring of the Anti-Red Tape Act (ARTA) Outputs Output 1: Conduct of Report Card Survey on BPLS in partner cities Output 2: Report on the revision of the Citizen's Charters in partner cities	**Report Card Survey conducted in partner cities** - Batangas - Iloilo - Cagayan de Oro	 None None None		 Conducted Conducted Conducted	 Conduc-ted Conduc-ted Conduc-ted	Report on the Training Workshop for the Conduct of the Report Card Survey Report on the Conduct of the Survey	DILG to conduct the BPLS section of the Report Card Survey in 2013
Program Area 1.3 (I.R. 1.3): Introduction of improved permitting processes in priority economic sectors **Deliverable 1**. Streamlined construction permitting system Output Output 1: Recommendations on the streamlining of construction permit reforms **Deliverable 2**. Streamlined special permitting processes in tourism Output Output 1: Recommendations on the streamlining processes for operating hotel establishments	**Recommendations submitted on streamlining permits system in construction and tourism** ▪ Streamlining of construction permits system (to DILG and DPWH) ▪ Streamlining of tourism registration processes (to DTI)	None None	- -	Recom-mendation submitted Recom-mendation submitted	Recom-mendati on submitte d Recom-mendati on submitte d	Report on the assessment of the construction permit system Report on the Streamlining of Construction-related permits Report on the assessment of tourism registration process for hotel and similar establishments.	
COMPONENT 2 (I.R. 2): Improved investment planning and							

Narrative Summary (Col. 1)	Objectively Verifiable Indicators (Col. 2)					Means of Verification (sources of data for tracking performance indicators) (Col. 3)	Key Assumptions (conditions influencing performance but beyond the control of the project) (Col. 4)
	Key Performance Indicators (KPIs)	Base-line	Jan.-Dec. 2012[9]	Jan.-Sept. 2013	Life-of-Project (LOP)		
promotion in partner cities **Program Area 2.1 (I.R. 2.1):** Strengthened planning investment programming and budgeting in partner cities							
Deliverable 1. Improved required local planning documents (e.g., CDP/CLUP, LDIP/AIP, Annual Budget, ELA) Outputs Output 1: Assessment report on the planning documents and processes of partner cities Output 2: Report on the conduct of an International Study Tour Output 3: Shared vision for economic and investment growth and direction Output 4: List of programs, projects and activities for 2013 Output 5: Proposed list of programs and projects for 2014	**Percent of projects in Local Development Investment Program (LDIP) funded** - Batangas - Iloilo - Cagayan de Oro	 30% 29% 90%	 30% 29% 90%	 31.5%[24] 30.5% 94.5%		Local Developemny Investment Plan 2012, 2013 Annual Budget and the proposed 2014 annual budget	• Involvement of current local leadership in the 2013 elections which may influence the choice of investment projects
Deliverable 2. Improved and updated Local Investment Incentives Code (LIIC) & Local	**LIIC and pertinent provisions of LRC updated**					• Local Investment Incentive Codes	Lack of time for the *Sanggunian Panglungsod* to approve the revised LIIC.

[24] 5% increase of baseline

Narrative Summary (Col. 1)	Objectively Verifiable Indicators (Col. 2)					Means of Verification (sources of data for tracking performance indicators) (Col. 3)	Key Assumptions (conditions influencing performance but beyond the control of the project) (Col. 4)
	Key Performance Indicators (KPIs)	Base-line	Jan.-Dec. 2012[9]	Jan.-Sept. 2013	Life-of-Project (LOP)		
Revenue Code (LRC) Outputs Output 1: Inventory of investment incentives and recommendations for local applications Output 2: Report on the requirements of partner cities for the reformulation of the LIIC Output 3: Study on the Inconsistency of Incentives Provided in National Laws and Local Applications (e.g. Compendium of Incentives Provided in National Laws) Output 4: Updated LIICs and LRCs	- Batangas - Iloilo - Cagayan de Oro	None None None	- - -	Updated Updated Updated		• Local Revenue Codes	
Deliverable 3. Increased investments of the private sector in public sector projects Outputs Output 1: List of programs, projects and activities for PPP Output 2: Project concept documents Output 3: Report on the training on management risks and responsibilities in joint implementation of development projects (e.g. concept design and	**No. of new project concept documents developed** - Batangas - Iloilo - Cagayan de Oro **New partnership**	 None None None	 - - -	 1 1 1		• Completed project concept documents per city • Relevant documents (e.g. MOA, MOU, JMC) covering partnership arrangements	Lack of interest by local chambers to partner with the city government given the elections and possible change in administration at the city level.

Narrative Summary (Col. 1)	Objectively Verifiable Indicators (Col. 2)					Means of Verification (sources of data for tracking performance indicators) (Col. 3)	Key Assumptions (conditions influencing performance but beyond the control of the project) (Col. 4)
	Key Performance Indicators (KPIs)	Base-line	Jan.-Dec. 2012[9]	Jan.-Sept. 2013	Life-of-Project (LOP)		
business cases) Output 4: Report on fund sourcing of Public –Private Arrangement forged	**arrangements with NG agencies, local chambers, etc. initiated by partner cities** - Batangas - Iloilo - Cagayan de Oro	 0 1 2	 0 1 2	 1 1 1			
Program Area 2.2 (I.R. 2.2): Improved capacities of LEIPOs and NERBAC in investment planning and promotion **Deliverable 1.** <u>Improved capacity of the Local Economic & Investment Promotion Officers in partner cities</u> <u>Outputs</u> Output 1: Assessment report on the LEIPOs Output 2: Detailed work plan of the LEIPOs Output 3: Report on the implementation of action plan of LEIPOs Output 4: Partnership arrangements with relevant national agencies, local chambers and business groups	**Training events undertaken for LEIPOs**	None	1	1		Training Report	Expected outputs can be produced if the following conditions prevail: • The cities support the linkage of their LEIPOs to NERBAC info system
Deliverable 2. <u>Organized City Business Forums</u> <u>Outputs</u> Output 1: Report on the conduct of City Business Forums	**Number of city business forum conducted** - Batangas - Iloilo - Cagayan de Oro	 0 1 1	 - - -	 1 1 1		• Documentation report on the city business forum • Investment promotion activity reports of cities	Smooth transition after the 2013 local elections

Narrative Summary (Col. 1)	Objectively Verifiable Indicators (Col. 2)					Means of Verification (sources of data for tracking performance indicators) (Col. 3)	Key Assumptions (conditions influencing performance but beyond the control of the project) (Col. 4)
	Key Performance Indicators (KPIs)	Base-line	Jan.-Dec. 2012[9]	Jan.-Sept. 2013	Life-of-Project (LOP)		
Output 2: Report on the Commitments for additional investments in the partner cities	**Investment activities organized by partner cities** - Batangas - Iloilo - Cagayan de Oro	 0 1 1	 - - -	 1 1 1			
Deliverable 3. <u>Strengthened NERBAC support to partner cities</u> <u>Outputs</u> Output 1: Recommendations for strengthening the links between the information system of NERBAC and the City Investment Center	**NERBAC information system linked to LEIPO established and jointly maintained by partner cities and DTI** - Batangas - Iloilo - Cagayan de Oro	 0 1 1	 - - -	 1 1 1		Report on the setting up of the NERBAC information system	
Program Area 2.3 (I.R. 2.3): Improved capacities of MSMEs to become competitive **Deliverable 1.** <u>Improved Mechanisms in Promoting Innovation in Partner Cities</u> <u>Output</u> Output 1: Study to develop concepts on business incubation relevant in partner cities	**Business incubation and innovation study conducted in Batangas City**	None		1		Final Report of the study on innovation and business incubation	
Deliverable 2. <u>Improved</u>	**Number of industry studies**					Final Report of the industry	

Narrative Summary (Col. 1)	Objectively Verifiable Indicators (Col. 2)					Means of Verification (sources of data for tracking performance indicators) (Col. 3)	Key Assumptions (conditions influencing performance but beyond the control of the project) (Col. 4)
	Key Performance Indicators (KPIs)	Base-line	Jan.-Dec. 2012[9]	Jan.-Sept. 2013	Life-of-Project (LOP)		
positioning of industries in partner cities Output Output 1: Recommendations to enhance industry growth in partner cities	**conducted** - Batangas - Iloilo - Cagayan de Oro	 None None None	 - - -	 1 1 1		studies	
Deliverable 3. Improved credit availment of MSMEs Outputs Output 1: Report on the project assistance in promoting BPI credit facility in the partner cities Output 2: Participation in *Arangkada 2012*	**Number of MSME workshops on credit facilities conducted** - Batangas - Iloilo - Cagayan de Oro **Credit availment by MSMEs (amount) increased in partner cities** - Batangas - Iloilo - Cagayan de Oro	 None None None None None None	 None None None - - -	 1 1 1 1 1 1		Report on the Business Forum conducted Bank records of the Bank of Philippine Islands (BPI)	Slow marketing of the BPI guarantee program for MSMEs
Component 3 (I.R. 3): Improved LGU support system **Program Area 3.1 (I.R. 3.1):** Development of an indicator system for growth and competitiveness at the national, regional and local levels **Deliverable 1.** Improved capacity to measure economic performance of partner cities towards competitiveness	**Framework for measuring local economic growth and competitiveness developed**	None	None	Developed		Final report on the study on developing mechanisms of measuring local economic growth and competitiveness	

Narrative Summary (Col. 1)	Objectively Verifiable Indicators (Col. 2)					Means of Verification (sources of data for tracking performance indicators) (Col. 3)	Key Assumptions (conditions influencing performance but beyond the control of the project) (Col. 4)
	Key Performance Indicators (KPIs)	Base-line	Jan.-Dec. 2012[9]	Jan.-Sept. 2013	Life-of-Project (LOP)		
Outputs: Output 1: Recommendations for framework for measuring economic performance and competitiveness of cities Output 2: Economic and Competitiveness Information System in Partner cities	**Survey tool for competitiveness developed**	None	None	Developed		Report on the conduct of the competitiveness survey in partner cities	
Program Area 3.2: (I.R. 3.2) Support to inter-agency committees on investment and business registration **Deliverable 1:** Support to the government inter-agency committees on investment and business registration Outputs Output 1: Report on the Assistance Provided to the relevant inter-agency committees	**Number of policy initiatives/technical reports presented**	None	1	1	2	Report on the Project's support to the inter-agency committees Minutes of Committee meetings	
Program Area 3.3 (I.R. 3.3): Support to USAID CDI activities **Deliverable 1:** Assistance to USAID in the preparation of action plans in cities assisted by the Cities Development Initiatives (CDI) Outputs: Output 1: Report on the CDI Planning Workshops	**No of CDI work plans formulated**	None	None	3	3	CDI Action Plans of partner cities	

Narrative Summary (Col. 1)	Objectively Verifiable Indicators (Col. 2)					Means of Verification (sources of data for tracking performance indicators) (Col. 3)	Key Assumptions (conditions influencing performance but beyond the control of the project) (Col. 4)
	Key Performance Indicators (KPIs)	Base-line	Jan.-Dec. 2012[9]	Jan.-Sept. 2013	Life-of-Project (LOP)		
Output 2: Selection Criteria and Short-list of cities for the CDI	**Report on list of additional cities for the CDI prepared**	None	none	1	2	Reports submitted to USAID	
Row 4[25]: Inputs (technical assistance, training and other resources required to produce the above outputs) **Program Area 1.1:** Complied with BPLS in Partner Cities	Training-workshops ▪ No of events (national & city) ▪ No. of participants (total) Technical assistance ▪ Sub-contracts (no. of firm/s total) ▪ STTA (no. of person days) Consultations and forums ▪ No of events (national & city)	- - - - -	10 208 0 7 STTAs (213 LOEs) 0	12 220 2 Sub-contracts (TBI LOEs) 4 STTAs (105 LOEs) 0		**For input monitoring:** ▪ Quarterly progress reports comparing physical and financial targets and performance, by program area ▪ Audit reports	Inputs can be provided if the following conditions prevail: ▪ Required funds to implement planned activities released on time ▪ Target participants' interest and ability to participate in training sustained ▪ Required resources for program management continue to be made available on time

[25] Targets under Row 4 are based on INVEST Year 2 Budget (as of August 24, 2012).

Narrative Summary (Col. 1)	Objectively Verifiable Indicators (Col. 2)					Means of Verification (sources of data for tracking performance indicators) (Col. 3)	Key Assumptions (conditions influencing performance but beyond the control of the project) (Col. 4)
	Key Performance Indicators (KPIs)	Base-line	Jan.-Dec. 2012[9]	Jan.-Sept. 2013	Life-of-Project (LOP)		
	▪ No. of participants (total)	-	0	0			
Program Area 1.2: Strengthened National Government Support to BPLS Reforms	Training-workshops						
	▪ No of events (national & city)	-	2	3			
	▪ No. of participants (total)	-	93	50			
	Technical assistance						
	▪ Sub-contracts (no. of firm/s total)	-	0	0			
	▪ STTA (no. of person days)	-	4 STTAs (97 LOEs)	5 STTAs (120 LOEs)			
	Consultations and forums						
	▪ No of events (national & city)	-	1	9			
	▪ No. of participants (total)	-	511	120			
	Major commodities						
	▪ No. by type	-	0	1			
Program Area 1.3: Introduction of improved permitting processes in priority economic sectors	Training-workshops						
	▪ No of events (national & city)	-	0	0			
	▪ No. of participants (total)	-	0	0			
	Technical assistance						

Narrative Summary (Col. 1)	Objectively Verifiable Indicators (Col. 2) Key Performance Indicators (KPIs)	Base-line	Jan.-Dec. 2012[9]	Jan.-Sept. 2013	Life-of-Project (LOP)	Means of Verification (sources of data for tracking performance indicators) (Col. 3)	Key Assumptions (conditions influencing performance but beyond the control of the project) (Col. 4)
	▪ Sub-contracts (no. of firm/s total)	-	0	0			
	▪ STTA (no. of person days)	-	0	2 STTAs (30 LOEs)			
	Consultations and forums						
	▪ No of events (national & city)	-	0	2			
	▪ No. of participants (total)	-	0	TBI			
Program Area 2.1: Strengthened planning investment programming and budgeting in partner cities	Training-workshops:						
	▪ Number of events (national & city)	-	4	9			
	▪ Training-workshop participants (total)	-	115	98			
	Technical assistance:						
	▪ Sub-contracts (no of firms/total)	-	0	0			
	▪ STTA (no. of person-days)	-	2 STTAs (72 LOEs)	1 STTA (10 LOEs)			
	Consultations and forums:						
	▪ Number of events (national & city)	-	0	3			
	▪ No. of participants	-	0	30			
Program Area 2.2: Improved capacities of LEIPOs and NERBAC in investment planning and promotion	Training-workshops:						
	▪ Number of events (national & city)	-	1	3			
	▪ Training-workshop participants (total)	-	27	30			
	Technical assistance:						
	▪ Sub-contracts (no of firms/ total)	-	0	0			
	▪ STTA (no. of person-days)	-	0	2 STTAs (55 LOEs)			
	Consultations and forums:						
	▪ Number of events	-	0	18			

Narrative Summary (Col. 1)	Objectively Verifiable Indicators (Col. 2)					Means of Verification (sources of data for tracking performance indicators) (Col. 3)	Key Assumptions (conditions influencing performance but beyond the control of the project) (Col. 4)
	Key Performance Indicators (KPIs)	Base-line	Jan.-Dec. 2012[9]	Jan.-Sept. 2013	Life-of-Project (LOP)		
	(national & city) ▪ No. of participants (total) Major commodities: • Advocacy materials per city	- -	0 -	540 1 set (per city)			
Program Area 2.3: Improved capacities of MSMEs to become competitive	Training-workshops: ▪ No. of events (national & city) ▪ No. of participants (total) Technical assistance ▪ STTA (person-days) Consultations and forums: ▪ No. of events(national & city) ▪ No. of participants	- - - - -	1 300 7 STTA (196 LOEs) 0 0	6 60 6 STTAs (205 LOEs) 3 30			
Program Area 3.1: Development of an indicator system for growth and competitiveness at the national, regional and local levels	Training-workshops: ▪ No. of events (national & city) ▪ No. of participants (total) Technical assistance ▪ STTA (person-days) Consultations and forums: ▪ No. of events(national & city) ▪ No. of participants	- - - - -	0 0 0 0 0	0 0 1 STTA (45 LOEs) 1 30			

Narrative Summary (Col. 1)	Objectively Verifiable Indicators (Col. 2)					Means of Verification (sources of data for tracking performance indicators) (Col. 3)	Key Assumptions (conditions influencing performance but beyond the control of the project) (Col. 4)
	Key Performance Indicators (KPIs)	Base-line	Jan.-Dec. 2012[9]	Jan.-Sept. 2013	Life-of-Project (LOP)		
Program Area 3.2: Support to inter-agency committees on investment and business registration	Training-workshops: ▪ No. of events (national & city) ▪ No. of participants (total) Technical assistance ▪ STTA (person-days) Consultations and forums: ▪ No. of events(national & city) ▪ No. of participants	 - - - - -	 1 511 0 8 180	 4 200 0 0 0			
Program Area 3.3: Support to USAID CDI activities	Training-workshops: ▪ No. of events (national & city) ▪ No. of participants (total) Technical assistance ▪ STTA (person-days) Consultations and forums: ▪ No. of events(national & city) ▪ No. of participants	 - - - - -	 3 194 0 3 243	 - - 1 STTA (30 LOEs) 0 0			

**TBI- To be identified

Annex B. Proposed Deliverables and Activities, Outputs and Timetable of the INVEST Project (Year 2)

Program Area/ Deliverable/ Activity	2012				2013											
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Component 1. Streamlining Business Registration Processes & Lowering Transaction Cost																
Program Area 1.1: Enhancing Streamlined BPLS Reforms in Target Cities																
Deliverable # 1. Ensured Compliance with BPLS Standards																
Output 1.1. Report on the conduct of the Customer Relations Workshops for the Three Cities																
Output 1.2. Assessment Report on the streamlined processes for new and renewing business applications																
Output 1.3. Report on the Conduct of a Client Satisfaction Survey in Three Cities (carry-over from Year 1)																
Output 1.4. Report on the Profile of Business Applicants in the Three Cities																
Output 1.5. Information Strategic System Plan (ISSP) for each of the Three Cities																
Deliverable #2. Improved Business-One-Stop-Shop (BOSS)																

Program Area/ Deliverable/ Activity	2012				2013											
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Output 2.1. Assessment Report on the BOSS in Three Cities																
Output 2.2. Institutional Study on NERBAC, BOSS and the PBR (carry-over from Year 1)																
Deliverable #3. Improved System of Business Inspections																
Output 3.1. Study on Risk-Based Inspection (carry-over from Year 1)																
Output 3.2. Report on the Assessment Workshops on the Setting-Up of Business Friendly Inspection System in the Three Cities (carry-over from Year 1)																
Output 3.3. Report on the Assessment of the Reformed Inspection Systems																
Program Area 1.2: Strengthening National Government Support to BPLS Reforms																
Deliverable #1. Enhanced Connectivity to the Philippine Business Registry (PBR)																
Output 1.1 Roadmap for PBR Implementation																
Output 1.2 Reports on the assistance provided to DTI																

Program Area/ Deliverable/ Activity	2012				2013											
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Output 1.3 Connectivity of the three partner cities to the PBR (carry-over from Year 1)																
<u>Deliverable #2. Enhanced Policy Support to BPLS Computerization</u>																
Output 2.1. Report on the Technical Assistance to the TWG in BPLS Automation																
Output 2.2. Training Manuals of BPLS Automation																
<u>Deliverable #3. Supported NG BPLS Guides and Standards for LGUs</u>																
Output 3.1. Assessment of BPLS standards in the DILG-DTI Joint Memorandum Circular No.1 Series of 2010 (carry-over from Year 1)																
<u>Deliverable #4. Strengthened Monitoring of the Anti-Red Tape Law</u>																
Output 4.1. Conduct of the Report Card Survey in the Three Cities for 2013																
Output 4.2. Report on the Revision of the Citizen's Charter																
Program Area 1.3: Supporting Regulatory Reforms in the Priority Areas of Government																

Program Area/ Deliverable/ Activity	2012				2013											
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Deliverable #1. Streamlined Construction Permitting Process																
Output 1.1. Recommendations on the Streamlining of Construction Permits																
Deliverable #2. Streamlined Special Permitting Processes in Tourism																
Output 2.1. Recommendations on the streamlining processes for operating hotel establishments																
Component 2. Improving Investment Planning and Promotion in Target Cities																
Program Area 2.1: Strengthened Planning, Investment Programming and Budgeting in Target Cities																
Deliverable #1. Enhanced Required Local Planning Documents (e.g. CDP/CLUP, LDIP/AIP, Annual Budget, ELA)																
Output 1.1. Report on the Conduct of International Study Tour																
Output 1.2. Proposed List of Programs and Projects for 2014																
Deliverable #2. Enhanced and Updated Local Investment Incentive Codes (LIIC) and Local Revenue Codes (LRC)																
Output 2.1. Study on the inconsistency of incentives provided in national laws and local applications including a compendium of incentives provided in national laws																

Program Area/ Deliverable/ Activity	2012				2013											
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Output 2.2. Updated LIICs and LRC																
<u>Deliverable #3. Increased Investments of the Private Sector in Public Sector Projects</u>																
Output 3.1. Report on the Training on Managing Risks and Responsibilities in Joint Implementation of Development Projects between the city government and the private sector including the project concept documents (e.g. concept design and business cases) produced by the cities during the training and assistance leading to the formulation of full-blown project documents																
Output 3.2. Report on fund sourcing of Public-Private Arrangement forged																
Program Area 2.2: Supporting Capacity Building of Target Cities in Investment Planning and Promotion																
<u>Deliverable #1. Enhanced Capacity of the Local Economic and Investment Officers in Target Cities (LEIPO)</u>																
Output 1.1. Report on the Implementation of the Action Plan on LEIPOs																
<u>Deliverable #2. City Business Forums Organized</u>																
Output 2.1. Report on the conduct of																

Program Area/ Deliverable/ Activity	**2012**				**2013**											
	Sep	**Oct**	**Nov**	**Dec**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
the City Business Forum																
Output 2.2. Report on the commitments for additional investments in the partner cities																
Deliverable #3. Strengthened NERBAC Support to Target Cities																
Output 3.1. Recommendations for strengthening the links between the information system of NERBAC and the city investment center to be set-up																
Program Area 2.3. Assisting SMEs become more developed and competitive																
Deliverable #1. Enhanced Mechanisms in Promoting Innovation in Target Cities																
Output 1.1. Study to develop concepts of business incubation relevant in Batangas City																
Deliverable #2. Enhanced Positioning of Industries in Partner Cities																
Output 2.1 Recommendations to enhance industry growth in target cities																
Deliverable #3. Enhanced Credit Availment of SMEs																
Output 3.1. Report on the project assistance in promoting the BPI credit																

Program Area/ Deliverable/ Activity	2012				2013											
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
facility in the partner cities																
Component 3: Addressing Cross Cutting Concerns																
Deliverable #1. Assistance to USAID in the Preparation of Action Plans in Cities Assisted by the Cities Development Initiative (CDI)																
Output 1.1. Report on the CDI Planning Workshops																
Output 1.2 Selection criteria and short-list of cities for the CDI																
Deliverable #2. Enhanced Capacity to Measure the Economic Performance of Target Cities towards Competitiveness																
Output 2.1. Recommendations for a framework for measuring economic performance and competitiveness of cities																
Output 2.2. Economic and competiveness Information system in target cities																
Deliverable #3. Support to the Government Inter-Agency Committees on Investment and Business Registration																
Output 3.1. Report on the assistance provided to the relevant inter-agency committees																
Deliverable #4. Implemented a Project Monitoring and Evaluation Plan																

Program Area/ Deliverable/ Activity	2012				2013											
	Sep	**Oct**	**Nov**	**Dec**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
Output 4.1. Updated M & E Plan																
Output 4.2 Quarterly M & E Reports																
Deliverable #5. Implemented a Gender Action Plan																
Output 5.1. Updated Gender Plan																
Output 5.2 Quarterly Report on Gender activities included in Quarterly report																
Output 5.3 Report on the Gender Perspective in the Business Permitting Process																
Deliverable #6. Closing-Out Activities of the Project																
Output 6.1. Final Report on INVEST																
Output 6.2. Documentation of INVEST Experiences in the target cities																
Output 6.3. Demobilization Plan																

ANNEX C. Gender Issues in INVEST Project

Project Objectives and Components	Project Location and Beneficiaries	Gender Issues Identified	How the Project is Addressing Gender Issues	Classification by Gender Responsiveness	Project Objectives and Components
				Project Design	Project Implementation, Monitoring & Implementation
Component 1: *Business Registration Processes Streamlined and Transaction Costs Lowered in Partner cities*					
Program area 1.1. BPLS Reforms in Three Cities Enhanced	Entrepreneurs and Business registration applicants in 3 selected project cities	• Multiple burdens of women and the transaction cost and inconvenience of going to offices of relevant national agencies can discourage women from promptly registering their businesses • Availability of information on BPLS reforms among women and men entrepreneurs and the business sector • Ensure equality of opportunityof women and men to participate in	• Services of business one-stop shops (BOSS) and business permitting and licensing services easily available to women and men • Conscious inclusion of women in stakeholder consultations and efforts to introduce BPLS reforms	• GAD was not considered in the original project design. There was no conscious effort to undertake gender analysis during the project design stage. • However, at project inception in November-December 2011, a gender consultant was hired to assist the team in incorporating gender dimensions into the project. Theproject team decided to: 1. collect sex-disaggregated data during	• GAD is deliberately incorporated in project implementation plans and monitoring & evaluation system • On 22 December 2011, the project team reviewed the project design and Integrated gender in the logical framework, the work plan and performance monitoring & evaluation scheme

				the baseline research to aid in systematic gender analysis and ground future project interventions; 2. Conduct gender orientation and training for the component managers and their respective staff.	
Component 2: *Improving Investment Planning and Investment Programming and Budgeting in Three Cities*					
<u>Program Area 2.1.</u> Strengthening Planning and Budgeting in	Local staffs in three select cities who are involved in investment planning, programming and budgeting	Participation of women entrepreneurs and prospective investors in city planning processes (investment planning, programming and budgeting processes)	• Local staff in project cities will ensure participation of female entrepreneurs in stakeholder consultations and similar activities • The project will ensure women's inclusion in city planning	• GAD was not considered in the original project design. At that time, there was no conscious effort to undertake gender analysis during the project design stage. • However, at project inception in November-December 2011, a gender consultant was hired to assist the team in incorporating gender dimensions	GAD is deliberately incorporated in project implementation plans and monitoring & evaluation system

			activities.	into the project. • The project team decided to: 1) collect sex-disaggregated data during the baseline research to aid in systematic gender analysis and ground future project interventions; 2) conduct gender orientation and training for the component managers and their respective staff.	
Program Area 2.2. Providing Capacity Building Supportin Investment Planning and Promotion		• Male and female LEIPOs equally benefit from capacity building interventions • Men and women entrepreneurs equally access NERBAC services • Male and female staffs of NERBAC sensitive to needs for assistance of female and male entrepreneurs	• INVEST will monitor male-female participation in capacity building actions and will provide guidance to the concerned city staff. • INVEST will provide technical advice to NERBAC staff about gender		

			issuesand how to become gender responsive.		
Program Area 2.3 Managing Performance to Enhance City Competitiveness		• Gender responsiveness is not yet a factor in LGU performance measurement • No obvious gender concerns at the moment.	• Advocacy to policy makers and administrators of the performance incentive scheme.		

Annex D

Performance Indicator Reference Sheets

Ref. Sheet No.	Indicator	Level/ Intermediate Results
Impact/Goal Level		
1	Foreign direct investment (as % share in GDP)	Project LT Goal
2	Domestic business registration	Project LT Goal
3	Number of business registrations (by partner city)	Project Goal
Project Strategic Objective		
4	City competitiveness ranking for dimensions relevant to INVEST	SO
5	Employment generated from registered businesses	SO
6	Collection from business registration fees	SO
Intermediate Results Level		
7	BPLS actual-to-standard comparison	1.1
8	Proposed Action Plan for Improving BOSS formulated and implemented	1.1
9	Client perception index	
10	Action plan on the streamlined inspection system prepared and implemented	1.1
11	Risk-based criteria in conducting inspections formulated	1.1
12	Partner cities connected to the Philippine Business Registry (PBR)	1.1
13	Policies to support BPLS automation issued	1.2
14	Updated issuances from concerned national government agencies	1.2
15	Report Card Survey conducted	1.2
16	Recommendations submitted on streamlining of permits system in construction and tourism	1.3
17	Percent of projects in Local Development Investment Plan (LDIP) funded	2.1
18	LIIC and relevant provisions of the LRC updated	2.1
19	Number of new project concept documents developed	2.1
20	New partnership agreements with NG agencies, local chambers, etc. initiated by partner cities	2.1
21	Training events undertaken for LEIPOs	2.2
22	Number of city business forum conducted	2.2
23	Investment promotion activities organized by partner cities	2.2
24	NERBAC information system linked to LEIPO established and jointly maintained by city and DTI	2.3
25	Business incubation and innovation study conducted	2.3
26	Number of industry studies conducted	2.3
27	Number of MSME workshops on credit facilities	2.3
28	Credit availment of MSME activities increased in partner cities	2.3
29	Framework for estimating growth and competitiveness indices in partner cities developed	3.1
30	No. of policy initiatives/technical reports presented	3.2
31	CDI work plans formulated	3.3
32	Report on the list of additional cities for CDI prepared	3.3
33	Percentage of project personnel trained on gender sensitivity and mainstreaming	Cross-cutting
34	GAD perspective integrated in project component activities	Cross-cutting

Ref. Sheet No.	Indicator	Level/ Intermediate Results
35	Capability-building program for MSMEs attended by female business owners	Cross-cutting
36	Sex-disaggregated data included in the Project's Monitoring and Evaluation System	Cross-cutting

Performance Indicator Reference Sheet No. 1

1.0 General Information	
1.1 Performance indicator: **Foreign direct investment (as % share of GDP)**	
1.2 Project long-term goal: Increased foreign investments	
2.0 Data Description	
2.1 Definition/description of required data: [DON TO FILL UP] • Foreign direct investment - ; • Gross Domestic Product (GDP) -;	
2.2 Purpose of data: as measure of foreign investments in the Philippines	
2.3 Unit of measure: Ratio (in %) of US$ foreign direct investments to US$ GDP	
2.4 Level of detail: national	
2.5 Remarks on baseline and annual data: • Baseline used is the average for the last three years; • 2012 estimates and 2013 projections are based on historical values in the WB report • GDP figures are computed in US dollar terms using the average exchange rate for the year	
3.0 Data Collection	
3.1 Responsibility for collection: M & E Unit (baseline and if needed, updates)	
3.2 Source of data: • Foreign direct investment - inflows data from the balance of payments accounts generated by the Bangko Sentral ng Pilipinas and reported in the WB Indicators System; The figures used are net of disinvestment by foreigners • Gross Domestic Product – national income accounts published by the National Statistical Coordination Board; WB Indicator system	
3.3 Method of collection: physical retrieval of data; WB website online search	
3.4 Frequency and timing: • at the start (as part of the M & E plan) • 2012 (part of the quarterly report) • end of the project (part of the final report)	
3.5 Cost: no additional cost	
4.0 Data Storage and Usage	
4.1 Presentation and analysis of data: in table format, comparing targets and actual data	
4.2 To whom data will be submitted and when: Annually to Project Management; to USAID at the end of project	
4.3 How data will be used: as a measure of the degree that foreign investments are increasing (reflects the environment within which the project is being implemented)	
4.4 Schedule or deadline for feedback (from the recipient of data) to the data source: at the end of project	
4.5 How data will be stored and retrieved: central project database	

Performance Indicator Reference Sheet No. 2

1.0 General Information
1.1 Performance indicator: **Domestic Investments**
1.2 Project long-term goal: Increased domestic investments
2.0 Data Description
2.1 Definition/description of required data: The required data has three components, presented individually: Approvals for the Securities and Exchange Commission (for partnerships and corporations), number of business name registration (for single proprietorship) from the Department of Trade and Industry and number of newly-registered cooperatives (for cooperatives) registered with the Cooperative Development Authority;
2.2 Purpose of data: as proxy for actual investments
2.3 Unit of measure: number of new registrants
2.4 Level of detail: national aggregate
2.5 Remarks on baseline and annual data: baseline used is the average for the last three years; 2013 values are based on projected GDP growth of 5%
3.0 Data Collection
3.1 Responsibility for collection: M & E Unit (baseline and if needed, updates)
3.2 Source of data: SEC (for corporations and partnerships), DTI (for single proprietorships), CDA (for cooperatives)
3.3 Method of collection: agency websites and as necessary, retrieval and review of records at the SEC, DTI and CDA
3.4 Frequency and timing: at the start and at the end of the project
3.5 Cost: no additional cost
4.0 Data Storage and Usage
4.1 Presentation and analysis of data: national; comparison of baseline, target and actual data on the indicator
4.2 To whom data will be submitted and when: Annually to Project Management; to USAID at the end of the project
4.3 How data will be used: as an approximation of the degree to which the national business environment is improving; for external/independent assessment/s of project impact
4.4 Schedule or deadline for feedback (from the recipient of data) to the data source: at the end of project
4.5 How data will be stored and retrieved: central project database

Performance Indicator Reference Sheet No. 3

1.0 General Information
1.1 Performance indicator: **Number of business registrations (by partner city)**
1.2 Project long-term goal: Increased domestic and foreign investments
2.0 Data Description
2.1 Definition/description of required data: refers to the total number of business registrations or business permits issued by the Office of the Mayor covering both new and business renewals in the three partner cities
2.2 Purpose of data: as proxy for actual investments
2.3 Unit of measure: number of new registrants
2.4 Level of detail: per partner city, broken down by type of registration (new and business renewals)
2.5 Remarks on baseline and annual data: since the INVEST Project started in October 2011, the baseline data (i.e. before the implementation of reforms promoted by the Project would refer to data for 2011 and 2012. The 2013 target data was computed by adding 3 percent to the average growth of registrants in 2011 and 2012.
3.0 Data Collection
3.1 Responsibility for collection: Program Advisers (baseline and updates)
3.2 Source of data: Office of the City Treasurer; BPLO
3.3 Method of collection: retrieval and review of LGU records in collaboration with the responsible LGU officials
3.4 Frequency and timing: annual
3.5 Cost: no additional
4.0 Data Storage and Usage
4.1 Presentation and analysis of data: by city; comparison of baseline, target and actual data in 2013
4.2 To whom data will be submitted and when: to BPLS Strategist in January 2012 and August 2013, copy furnished M & E Unit
4.3 How data will be used: as an indicator of the degree to which the local business environment is improving; for external/independent assessment/s of project impact
4.4 Schedule or deadline for feedback (from the recipient of data) to the data source: first quarter of the following year
4.5 How data will be stored and retrieved: city level data with the City Program Adviser; cross-city data at the central project database

Performance Indicator Reference Sheet No. 4

1.0 General Information
1.1 Performance indicator: **City competitiveness ranking for dimensions relevant to INVEST**
1.2 Project strategic objective: Improved enabling business environment
2.0 Data Description
2.1 Definition/description of required data: The ranking reflects the business sector's perception regarding a city's business environment based on (1) processing time for renewing business permits, (2) provision of tax incentives; and (3) ease of starting a business
2.2 Purpose of data: an outcome indicator of the extent to which competitiveness has improved in the partner cities.
2.3 Unit of measure: rank in competitiveness indices (lower rank, better performance)
2.4 Level of detail: per partner city
2.5 Remarks on baseline and annual data: Baseline data was based on the latest available survey conducted by AIM and IFC; availability of data for 2013 will depend on whether the same survey will be conducted during the year. Considering that there are different methodologies and criteria being used under current competitiveness ranking efforts, it is crucial to pinpoint and use only those indicators that are relevant to the INVEST Project.
3.0 Data Collection
3.1 Responsibility for collection: M&E Unit
3.2 Source of data: Philippine Cities Competitiveness Report (PCCRP), World Bank/IFC
3.3 Method of collection: review and analysis of competitiveness indices in PCCR and WB/IFC reports surveys
3.4 Frequency and timing: review of baseline indices and data in first quarter of 2012; review of updated indices and data at the start of 2013
3.5 Cost: to be determined but not significant
4.0 Data Storage and Usage
4.1 Presentation and analysis techniques: competitiveness indices can be analyzed by city, over time, across cities
4.2 To whom data will be submitted and when: to Project Management, at the start of the year
4.3 How data will be used: to corroborate internal project data and assessment of the extent to which competitiveness is being enhanced and thereby, to infer opportunities for INVEST strategy refinement; for external/independent assessment/s of INVEST Project outcome
4.4 Schedule or deadline for feedback (from the recipient of data) to the data source: within the first quarter of the year
4.5 How data will be stored and retrieved: central project database

Performance Indicator Reference Sheet No. 5

1.0 General Information
1.1 Performance indicator: **Employment generated from registered businesses**
1.2 Project strategic objective: Improved enabling business environment
2.0 Data Description
2.1 Definition/description of required data: number of workers employed by businesses, whether new or existing, regardless of terms of employment
2.2 Purpose of data: as indicator of employment effects and labor-intensity of businesses whose registration is facilitated by the project
2.3 Unit of measure: Number of workers
2.4 Level of detail: per partner city
2.5 Remarks on baseline and annual data: data are available from the standard business registration form but are not routinely processed by the LGU; thus the project will arrange for data processing and reporting, by gender if possible
3.0 Data Collection
3.1 Responsibility for collection: City Program Adviser (baseline and updates)
3.2 Source of data: filled-out business registration forms at the Office of the City Treasurer
3.3 Method of collection: retrieval and review of LGU summary-records by CPAs in collaboration with the responsible LGU officials
3.4 Frequency and timing: annual
3.5 Cost: cost of hiring data processors who will cull the data from the business application form
4.0 Data Storage and Usage
4.1 Presentation and analysis of data: broken down by partner city
4.2 To whom data will be submitted and when: to Project Management, copy furnished M&E Unit, in January of the following year
4.3 How data will be used: as indicator of the employment impact and labor-intensity of businesses whose registration is facilitated by the project; for external/independent assessment/s of project outcome
4.4 Schedule or deadline for feedback (from the recipient of data) to the data source: first quarter of the following year
4.5 How data will be stored and retrieved: city level data with Area Manager; cross-city data with central project

Performance Indicator Reference Sheet No. 6

1.0 General Information
1.1 Performance indicator (precise wording): **Collection from business taxes and registration fees**
1.2 Project strategic objective: Improved enabling business environment
2.0 Data Description
2.1 Definition/description of required data: actual fees paid by business registrants (both new and renewals) to the LGU during the year; covers both business taxes and fees
2.2 Purpose of data: as indicator of the financial effects of businesses whose entry is being facilitated by the project
2.3 Unit of measure: in million pesos
2.4 Level of detail: per city
2.5 Remarks on baseline and annual data: increased collection is expected from the increase in the number of business establishments being registered each year; target increase in revenues is 3 percent increase over the 2011 and 2012 growth rate in collections of business fees and taxes
3.0 Data Collection
3.1 Responsibility for collection: City Program Advisers (baseline and updates)
3.2 Source of data: Offices of the City Treasurer in the partner cities
3.3 Method of collection: retrieval and review of LGU records in collaboration with the responsible LGU officials
3.4 Frequency and timing (for both new registrations and renewals) – (a) collection of baseline data in first quarter 2012; (b) collection of updated data on August 2013
3.5 Cost: no additional cost
4.0 Data Storage and Usage
4.1 Presentation and analysis of data: by city; comparison of baseline, target and actual data
4.2 To whom data will be submitted and when: M&E unit, copied to the BPLS Strategist
4.3 How data will be used: as one indicator of the effectiveness of BPLS reforms in encouraging citizens to engage in and register a new business, to regularly renew the registration of existing businesses, and to register existing businesses that had not been registered in previous years; for external/independent assessment/s of
4.4 Schedule or deadline for feedback (from the recipient of data) to the data source: first quarter of the following year
4.5 How data will be stored and retrieved: city level data with City Program Advisers; cross-city data with central project database

Performance Indicator Reference Sheet No. 7

1.0 General Information
1.1 Performance indicator: **BPLS actual-to-standard comparison**
1.2 Intermediate outcome being reflected: Streamlined business registration processes and transaction costs reduced
1.3 Sub-intermediate result: Complied with BPLS standards in partner cities
2.0 Data Description
2.1 Definition/description of required data: The required data will consist of measurements of the number of steps, number of signatories, use of uniform forms, and processing time for new registration and business renewals in the partner cities. This is a "process indicator" for which process monitoring techniques will be used.
2.2 Purpose of data: The data will be used to monitor progress in and constraints to improving the BPLS in a city. Actual measures will be compared to JMC standards. The target is to "exceed" (and not simply to reach) the standards. Appropriate and prompt remedial measures will be triggered by INVEST on instances of below-target performance.
2.3 Unit of measure: Number of steps, number of signatories, comparison of forms used by LGUs and the prescribed form, and average number of days that the application is processed
2.4 Level of detail: per partner city
2.5 Remarks on baseline and annual data: The DTI-DILG JMC standards are as follows: 5 steps, 5 signatories, 10 days for new registration, and 5 days for renewal). It is important for INVEST and the city to "level off" on basic definitions, e.g., "steps", etc.
3.0 Data Collection
3.1 Responsibility for collection: The data will be collected by the firm to be contracted to conduct the study and submitted to the City Program Advisers and BPLS Strategist
3.2 Source of data: records at the City Business Permit and Licensing Offices of the partner cities, project reports
3.3 Method of collection: The number of days and number of signatories will be determined from the assessment reports of the firm to be contracted to conduct the study, an STTA, and INVEST personnel. Apart from this method, the average number of days to register a new business, or to renew the registration of an existing business, may be determined by comparing the date of application with the date of issuance of the permit or license. INVEST will arrange for the comparison to be made by the LGU, as part of LGU
3.4 Frequency and timing: The data will be collected once a year. For renewals, the data will be collected in February (i.e., after the January renewal period).
3.5 Cost: additional cost to be incurred in hiring an STTA, as well as service provider/s under a sub-contract
4.0 Data Storage and Usage
4.1 Presentation and analysis of data: The data collected annually will be presented in a table with columns containing the actual city performance, the standards pursuant to the DTI-DILG JMC, actual-to-standard ratio, benchmark measure(s) for a comparable Asian city, and the actual-to-benchmark. A ratio of 1.0 indicates that the city complied with standards, less than 1 indicates that the city exceeded standards, and greater than 1 indicates that the city failed to comply with standards. City level performance will be compared to the baseline, year-to-year, partner-city-to-partner-city, and benchmark/s from a comparable Asian city.
4.2 To whom data will be submitted and when: The City Program Advisers will submit annual data to the Project Management within 10 work days after the data are collected, copy furnished M & E Unit
4.3 How data will be used: The data will be used to monitor indicators and evaluate performance of each partner city
4.4 Schedule or deadline for feedback (from the recipient of data) to the data source: The INVEST Team will provide feedback to the LGU (through the City Program Advisers and the TWTs) within two months after data collection.
4.5 How data will be stored and retrieved: The data will be stored in two locations: city level data will be stored at the City Program Advisers' offices; inter-city data will be stored at the central project database.

Performance Indicator Reference Sheet No. 8

1.0 General Information
1.1 Performance indicator (precise wording): **Proposed Action Plan for Improving the BOSS formulated and implemented**
1.2 Intermediate outcome being reflected: Streamlined business registration processes and transaction costs reduced
1.3 Sub-intermediate result: Complied with BPLS standards in partner cities
2.0 Data Description
2.1 Definition/description of required data: Action plans formulated by the city governments aimed at improving the effectiveness and efficiency of the BOSS.
2.2 Purpose of the data: The data reflects the intent of the partner cities to improve the operations of the BOSS.
2.3 Unit of measure: number of actions actually formulated and the percent of these actions actually implemented
2.4 Level of detail: the no. of identified actions and the level of detail differ by city
2.5 Remarks on baseline and annual data: The action plan was formulated during the Inspection Workshops organized by INVEST in partner cities
3.0 Data Collection
3.1 Responsibility for collection: The data will be collected in-house and through STTAs and by the City Program Advisers.
3.2 Source of data: Assessment report on Inspection systems prepared in 2012 and the assessment study to be conducted in 2013
3.3 Method of collection: Time and motion study, other process monitoring techniques
3.4 Frequency and timing: Once in 2012 to establish the baseline and another in 2013 to verify LGU adoption of reforms
3.5 Cost: additional cost to be incurred in subcontracting the assessment study
4.0 Data Storage and Usage
4.1 Presentation and analysis of data: The data collected will be presented and analyzed through the assessment reports required of the STTA and INVEST personnel. City level performance in 2013 will be compared with the baseline, city-to-city, and with benchmark/s from a comparator Asian city.
4.2 To whom data will be submitted and when: The data will be submitted to the BPLS Strategist as soon as it is documented; that is, in January. This will, in turn, be submitted to project management, copy furnished M&E Unit
4.3 How data will be used: The data will be used to monitor indicators and evaluate the performance of each partner city by the respective TWT's in terms of improving its BPLS, as against the metric.
4.4 Schedule or deadline for feedback (from the recipient of data) to the data source: The INVEST Team will provide feedback to the LGU (through the City Program Advisers and the TWTs) within the same month of data
4.5 How data will be stored and retrieved: city level data with City Program Advisers; cross city data with the central project database

Performance Indicator Reference Sheet No. 9

1.0 General Information
1.1 Performance indicator: **Client perception index**
1.2 Intermediate outcome being reflected: Streamlined business registration processes and reduced transaction costs in partner cities
1.3 Sub-intermediate result: Complied with BPLS standards in partner cities
2.0 Data Description
2.1 Definition/description of required data: Client perception on BOSS services is measured through client responses in exit surveys. The survey instrument covered respondents' perception on the following parameters: time spent in renewing business permit, satisfaction with LGU services, applicant's comfort while waiting for business permit processes, friendliness of LGU staff, and helpfulness of LGU staff.
2.2 Purpose of data: The data will be used to monitor how reforms to improve the BOSS are being felt by the clients. In case of unfavorable feedback, appropriate remedial measures will be triggered by INVEST.
2.3 Unit of measure: net rating, defined as the percentage of respondents who answered favorably and very favorably less the percentage of respondents who answered unfavorably and very unfavorably
2.4 Level of detail: per parameter, per partner city
2.5 Remarks on baseline and annual data: The baseline will show the result of the first client exit interview conducted in the first year of the project.
3.0 Data Collection
3.1 Responsibility for collection: The data will be collected through STTAs and submitted to the City Program Advisers and BPLS Strategist
3.2 Source of data: responses of clients included in the exit interviews
3.3 Method of collection: interview
3.4 Frequency and timing: Once in 2012 to establish the baseline and another in 2013 to verify LGU adoption of reforms
3.5 Cost: additional cost to be incurred in the subcontract
4.0 Data Storage and Usage
4.1 Presentation and analysis of data: The data collected will be presented and analyzed through the assessment reports required of the STTA and INVEST personnel. City level performance in 2012 will be compared with the 2013 results to determine whether or not the clients perceive changes in their dealings with BOSS
4.2 To whom data will be submitted and when: to Project Management, in February, copy furnished M & E Unit
4.3 How data will be used: The data will be used to monitor indicators and evaluate the performance of each partner city by the respective TWT's in terms of improving its BPLS, as against the metric.
4.4 Schedule or deadline for feedback (from the recipient of data) to the data source: The INVEST Team will provide feedback to the LGU (through the City Program Advisers and the TWTs) within the same month of data
4.5 How data will be stored and retrieved: city level data with City Program Advisers; cross city data with the central project database

Performance Indicator Reference Sheet No. 10

1.0 General Information
1.1 Performance indicator: **Action plan on the streamlined inspection system prepared and implemented**
1.2 Intermediate outcome being reflected: Streamlined business registration processes and reduced transaction costs in partner cities
1.3 Sub-intermediate result: Complied with BPLS standards in partner cities
2.0 Data Description
2.1 Definition/description of required data: The action plan seeks to ensure implementation of the required reforms in the business-related inspection processes. This action plan will be the result of an inspection assessment workshop to be held in the partner cities. The workshop will also be an opportunity to train city officials in conducting business-friendly inspections, using as guide the USAID reference on the setting up of business-friendly inspection systems developed in the LINC-EG project.
2.2 Purpose of data: The data will be used to establish baseline data on the inspection system and to monitor LGU adoption of reforms.
2.3 Unit of measure: no. of actions in the inspection action plan which were implemented
2.4 Level of detail: per partner city
2.5 Remarks on baseline and annual data: Data will be descriptive, with analysis of how the action plan is being implemented by the LGU
3.0 Data Collection
3.1 Responsibility for collection: City Program Advisers, in coordination with LGUs
3.2 Source of data: Results of the action planning workshop; monitoring reports on the implementation of the action pan
3.3 Method of collection: Data will be collected from the reports prepared after the action planning workshop and the subsequent monitoring reports of City Program Advisors
3.4 Frequency and timing: One report after the workshop and monitoring reports in 2013
3.5 Cost: no additional cost
4.0 Data Storage and Usage
4.1 Presentation and analysis of data: The data collected will be presented and assessed by the City Program Advisers. City level performance in 2013 will be compared to the baseline and city-to-city
4.2 To whom data will be submitted and when: The data will be submitted to the BPLS Strategist as soon as it is documented; that is, in the first quarter of 2012. This will, in turn, be submitted to Project Management, copy furnished M & E Unit
4.3 How data will be used: The data will be used to monitor indicators and evaluate performance of each partner city by the respective TWTs in terms of improving its BPLS.
4.4 Schedule or deadline for feedback (from the recipient of data) to the data source: The INVEST Team will provide feedback to the LGU (through the City Program Advisers and the TWTs) in the subsequent meeting of the
4.5 How data will be stored and retrieved: central project database

Performance Indicator Reference Sheet No. 11

1.0 General Information
1.1 Performance indicator: **Risk-based criteria in conducting inspections formulated**
1.2 Intermediate outcome being reflected: Streamlined business registration processes and reduced
1.3 Sub-intermediate result: Complied with BPLS standards in partner cities
2.0 Data Description
2.1 Definition/description of required data: The criteria will be formulated through the conduct of the study on risk-based inspection.
2.2 Purpose of data: To serve as bases for a set of measures to increase the efficiency of inspections; and to trigger the process of ensuring that standard inspection criteria will be endorsed by the concerned NG agencies for adoption by LGUs nationwide.
2.3 Unit of measure: A study containing the checklist of criteria or items for inspection
2.4 Level of detail: national (one set of recommendations)
2.5 Remarks on baseline and annual data: Data will be descriptive, with comparison to the "guidelines on conducting business-friendly inspections".
3.0 Data Collection
3.1 Responsibility for collection: STTA, in collaboration with city personnel and the City Program Advisers
3.2 Source of data: Prior studies and other literature on relevant "best practices"; reports and records in the respective City Business Permit and Licensing Offices and other city inspection units
3.3 Method of collection: Through analytical work based on a review of documents and records as well as interviews
3.4 Frequency and timing: Once during the life of the project (upon study completion in 2013)
3.5 Cost: expenses associated with the hiring of an STTA to conduct the study
4.0 Data Storage and Usage
4.1 Presentation and analysis of data: The recommended criteria will be presented and analyzed by the STTA and potentially serve as inputs for the DILG and DPWH to consider in formulating and issuing guidelines to increase the efficiency and transparency of inspections
4.2 To whom data will be submitted and when: To Project Management, copy furnished M & E Unit, eventually to potential users (DILG and DPWH)
4.3 How data will be used: as bases for determining measures to increase the efficiency of the inspection system; the criteria will form part of a package of INVEST project recommendations on how NG agencies can more effectively support LGUs to streamline business registration and to reduce transactions costs.
4.4 Schedule or deadline for feedback (from the recipient of data) to the data source: After presentation and acceptance and/or validation by DILG and DPWH and stakeholders like civic associations
4.5 How data will be stored and retrieved: central project database

Performance Indicator Reference Sheet No. 12

1.0 General Information
1.1 Performance indicator: **Partner Cities Connected to the Philippine Business Registry**
1.2 Intermediate outcome being reflected: Streamlined business registration processes and reduced
1.3 Sub-intermediate result: Complied with BPLS standards in partner cities
2.0 Data Description
2.1 Definition/description of required data: Being connected to the PBR means that partner cities have developed a web design that allowed their electronic linkage to the PBR which allows exchange of data from the PBR to the cities.
2.2 Purpose of data: Provide a tool for reducing processing time at the local level by facilitating registration with NG agencies and data exchange, e.g. BIR, SSS Philhealth
2.3 Unit of measure: documentation to show PBR connectivity
2.4 Level of detail: certification of PBR connectivity or MOA between PBR and the city
2.5 Remarks on baseline and annual data: There is currently no interconnection between existing databases of PBR and the cities
3.0 Data Collection
3.1 Responsibility for collection: City Program Advisers
3.2 Source of data: BPLOs and/or IT department of the cities
3.3 Method of collection: secure reports from PBR office or the cities' IT department
3.4 Frequency and timing: one-time collection at the end of the Project
3.5 Cost: additional cost to be incurred as part of subcontract for the design of the IT solution for the connectivity of the PBR with the SEC and with the partner cities
4.0 Data Storage and Usage
4.1 Presentation and analysis of data: report on the connectivity, the resources used and the effects of the connectivity; analyzed through the periodic reports required of the sub-contracts, including assessment of the readiness for the PBR for the target interconnection
4.2 To whom data will be submitted and when: The system design will be submitted to the BPLS Strategist and to the IT Adviser when the developed IT solution is used for business registration, eventually to Project Management, copy furnished M & E Unit
4.3 How data will be used: System design and implementation documentation will be used to evaluate performance against the metric.
4.4 Schedule or deadline for feedback (from the recipient of data) to the data source: The INVEST Team will provide feedback to the LGU (through the City Program Advisers and the TWTs) in the subsequent meeting of the TWT.
4.5 How data will be stored and retrieved: central project database

Performance Indicator Reference Sheet No. 13

1.0 General Information
1.1 Performance indicator: **Policies to Support BPLS Automation Issued**
1.2 Intermediate outcome being reflected: Streamlined business registration processes and transaction costs reduced
1.3 Sub-intermediate result: Strengthened national government support to BPLS reforms
2.0 Data Description
2.1 Definition/description of required data: Directives from NG agencies such as the DILG, DTI or DOST that promotes BPLS automation
2.2 Purpose of data: To measure the extent to which the NG agencies provided support to the automation of business processing which is an important measure to reduce processing time in BPLS
2.3 Unit of measure: no. of circulars issued
2.4 Level of detail: no. of circulars issued by oversight national government agencies involved in BPLS
2.5 Remarks on baseline and annual data: assumes that 2 policies will be issued during the life of the Project
3.0 Data Collection
3.1 Responsibility for collection: BPLS Strategist
3.2 Source of data: reports/minutes of the BPLS Oversight Committees or the TWG on eBPLS
3.3 Method of collection: simple retrieval of data from the DTI, DILG or DOST
3.4 Frequency and timing: collection of information at the end of the Project
3.5 Cost: no cost
4.0 Data Storage and Usage
4.1 Presentation and analysis of data: description of the policy directives
4.2 To whom data will be submitted and when: The data will be submitted to the BPLS, copy furnished M & E Unit
4.3 How data will be used: To assess the support provided by the NGAs in promoting BPLS automation
4.4 Schedule or deadline for feedback (from the recipient of data) to the data source: The INVEST Team will provide feedback to the city officials on the policies issue4
4.5 How data will be stored and retrieved: central project database

Performance Indicator Reference Sheet No. 14

1.0 General Information
1.1 Performance indicator : **Updated issuance/s from concerned national government agencies**
1.2 Intermediate outcome being reflected: Streamlined business registration processes and transactions costs reduced
1.3 Sub-intermediate result: Strengthened national government support to BPLS reforms
2.0 Data Description
2.1 Definition/description of required data: The updated national issuance/s will contain BPLS-related guidelines and standards for use by LGUs
2.2 Purpose of data: To track "enabling support" by national government agencies for LGU efforts to streamline BPLS in their areas of jurisdiction
2.3 Unit of measure: Memorandum Circular and/or such other issuances
2.4 Level of detail: national level issuance/s
2.5 Remarks on baseline and annual data: The updated issuance/s will be compared to baseline (existing) issuance/s in terms of value-adding content.
3.0 Data Collection
3.1 Responsibility for collection: BPLS Strategist
3.2 Source of data: Inventory of relevant issuances
3.3 Method of collection: Review of existing issuances in collaboration with the concerned national government
3.4 Frequency and timing: as scheduled during the life of the project, when updating of the relevant issuances is discussed between the national government agencies and the INVEST Project
3.5 Cost: no additional cost
4.0 Data Storage and Usage
4.1 Presentation and analysis of data: The proposed content of issuances will be presented and analyzed through brief documents to be prepared by the INVEST Team.
4.2 To whom data will be submitted and when: The proposed content of issuances will be discussed by the BPLS Strategist with the concerned national government agency. Reports will be submitted to Project Management, copy furnished M & E Unit
4.3 How data will be used: To enhance NG enabling support for BPLS streamlining at the city level.
4.4 Schedule or deadline for feedback (from the recipient of data) to the data source: The INVEST Team (source) will expect to receive feedback from the concerned NG agencies (the recipient) within the same quarter when the recommendation is to be submitted.
4.5 How data will be stored and retrieved: central project database

Performance Indicator Reference Sheet No. 15

1.0 General Information
1.1 Performance indicator: **Report Card Survey conducted**
1.2 Intermediate outcome being reflected: Streamlined business registration processes and transactions costs reduced
1.3 Sub-intermediate result: Strengthened national government support to BPLS reforms
2.0 Data Description
2.1 Definition/description of required data: Report Card Survey is an instrument designed by the Civil Service Commission to measure the compliance of agencies/local governments with the provision of the Anti-Red Tape Act
2.2 Purpose of data: To monitor and evaluate business registration frontline services of the cities
2.3 Unit of measure: report card system
2.4 Level of detail: per partner city
2.5 Remarks on baseline and annual data: The importance of the data is founded on the independent/objective perspective through which the data are collected, processed and presented.
3.0 Data Collection
3.1 Responsibility for collection: Enumerators identified through the project (working closely with CSOs in conducting the surveys)
3.2 Source of data: perception of non-government sector stakeholders regarding city frontline services
3.3 Method of collection: survey and interviews
3.4 Frequency and timing: Twice throughout the life of the project, once yearly
3.5 Cost: as part of subcontract
4.0 Data Storage and Usage
4.1 Presentation and analysis of data: The data will be presented to the TWT per city and joint analysis will be undertaken.
4.2 To whom data will be submitted and when: To the City Program Advisers and BPLS Strategist, eventually to project management upon finalization of Report Card Survey validation results, copy furnished M & E Unit
4.3 How data will be used: to independently assess and reconfirm the quality and responsiveness of the cities' frontline services and as bases for determining and refining the reform agenda and the nature and extent of technical assistance to be provided by the project
4.4 Schedule or deadline for feedback (from the recipient of data) to the data source: The INVEST Team will provide feedback to the LGU (through the City Program Advisers and the TWTs) in the subsequent meeting of the TWT and to the CSC as part of project output.
4.5 How data will be stored and retrieved: central project database

Performance Indicator Reference Sheet No. 16

1.0 General Information
1.1 Performance indicator : **Recommendations submitted on streamlining of permits system in construction and tourism**
1.2 Intermediate outcome being reflected: Streamlined business registration processes and transactions costs reduced
1.3 Sub-intermediate result: Improved permitting processes in priority economic sectors
2.0 Data Description
2.1 Definition/description of required data: Recommendations arising from studies on permits system in the construction sector (submitted to DILG and DPWH) and tourism sectors (submitted to DOT and DILG)
2.2 Purpose of data: To inform policy makers of other processes in sectors needing reform
2.3 Unit of measure: studies
2.4 Level of detail: national, across LGUs
2.5 Remarks on baseline and annual data: The studies will support the "next wave" of business registration reforms.
3.0 Data Collection
3.1 Responsibility for collection: STTAs
3.2 Source of data: Prior studies and other literature on relevant "best practices"; reports and records in the City Engineer's Office/City Building Office, and responsible DOT office
3.3 Method of collection: Through analytical work based on a review of documents and records as well as interviews
3.4 Frequency and timing: Once in the life of the project (upon completion of studies)
3.5 Cost: As part of STTA subcontracts
4.0 Data Storage and Usage
4.1 Presentation and analysis of data: The data will be presented to and analyzed by BPLS Strategist
4.2 To whom data will be submitted and when: To Project Management, copy furnished M & E Unit, and eventually to potential users among NG agencies immediately upon completion of the studies
4.3 How data will be used: Potentially for the DILG to issue as guidelines for LGUs as regards: (a) bases for determining measures to increase the efficiency of the permitting system; and (b) information required by policy makers and officials at the national and local level, respectively, on gaps in regulatory processes.
4.4 Schedule or deadline for feedback (from the recipient of data) to the data source: After presentation and acceptance and/or validation by NG agencies involved and stakeholders like civic associations.
4.5 How data will be stored and retrieved: Central project database

Performance Indicator Reference Sheet No. 17

1.0 General Information
1.1 Performance indicator: **Percent of projects in Local Development Investment Plan (LDIP) funded**
1.2 Intermediate outcome being reflected: Improved investment planning and promotion in the partner cities
1.3 Sub-intermediate result: Strengthened investment planning, programming, and budgeting in partner cities
2.0 Data Description
2.1 Definition/description of required data: Total number of projects listed in the LDIP versus the actual number of projects allocated funds. The indicator is a ratio of funded to total LDIP projects (in percentage). A complementary indicator could be budget versus expenditure, i.e., total funding requirements in the LDIP versus the amount allocated for all projects under the current year's budget of the partner cities.
2.2 Purpose of data: To determine the strength of linkage between and among planning, investment programming and budgeting at the local level and infer factors that promote or constrain stronger linkages.
2.3 Unit of measure: percent
2.4 Level of detail: per partner city
2.5 Remarks on baseline and annual data: Historical data can be gathered from previous and current LDIPs, annual budgets and expenditure reports of the cities.
3.0 Data Collection
3.1 Responsibility for collection: City Program Advisers in collaboration with city personnel
3.2 Source of data: City Planning and Development Office (CPDO) for LDIPs and the City Treasurer's Office and/or City Assessor's Office for Annual Budgets.
3.3 Method of collection: review of previous and existing development plans, budgets and expenditure reports of each partner city
3.4 Frequency and timing: Annual, at the end of the fiscal year
3.5 Cost: no additional cost, as this is part of the City Program Advisers' Scope of Work
4.0 Data Storage and Usage
4.1 Presentation and analysis of data: comparative analysis, i.e. ratio and proportion within one city over time, city-to-city, and against external benchmarks such as a comparable city
4.2 To whom data will be submitted and when: Data will be submitted to Investment Strategist for further analysis and integration at the end of the fiscal year, eventually to Project Management, copy furnished M
4.3 How data will be used: To assess the efficacy of the city government in: (a) translating investment plans into funded programs and projects; and (b) attracting investors to support priorities identified in the LDIP.
4.4 Schedule or deadline for feedback (from the recipient of data) to the data source: One to two months after the end of the LGU fiscal year
4.5 How data will be stored and retrieved: city level data with City Program Adviser; inter-city data with the central project database

Performance Indicator Reference Sheet No. 18

1.0 General Information	
1.1 Performance indicator: **LIIC and relevant provisions of the LRC Updated**	
1.2 Intermediate outcome being reflected: Improved investment planning and promotion in the partner cities	
1.3 Sub-intermediate result: Strengthened investment planning, programming, and budgeting in partner cities	
2.0 Data Description	
2.1 Definition/description of required data: Specific items and provisions related to investment incentives provided under national policies are added into the LIIC and relevant provisions of the LRC of partner cities.	
2.2 Purpose of data: To determine and ensure that the LIICs and LRCs of the partner cities are updated, consistent with national policies, and attractive to potential investors	
2.3 Unit of measure: Nominal counting; qualitative and descriptive assessment	
2.4 Level of detail: per partner city	
2.5 Remarks on baseline and annual data: The previous (start-of-project) version of LIICs and LRCs shall serve as the baseline.	
3.0 Data Collection	
3.1 Responsibility for collection: City Program Adviser from the LIIC existing at the start of the project and the updated LIIC	
3.2 Source of data: Local Economic and Investment Promotion Office or its equivalent	
3.3 Method of collection: From relevant secondary sources on national and local incentives in priority economic sectors	
3.4 Frequency and timing: One time, after the reformulation/updating of the LIIC and relevant provisions of the LRC of partner cities (timing will be based on the city work plan)	
3.5 Cost: no additional cost as this will form part of the Scope of Work of the City Program Advisers	
4.0 Data Storage and Usage	
4.1 Presentation and analysis of data: Qualitative and descriptive analysis to be contained in a report	
4.2 To whom data will be submitted and when: Data will be submitted to Investment Strategist for further analysis and integration; one time – as soon as the LIICs and LRCs of the partner cities are reformulated/updated, eventually submitted to Project Management, copy furnished M & E Unit	
4.3 How data will be used: For monitoring of project accomplishment in terms of helping partner cities to become more attractive investment destinations	
4.4 Schedule or deadline for feedback (from the recipient of data) to the data source: One to two months after the updating of the LIIC and relevant provisions of the LRC	
4.5 How data will be stored and retrieved: city level data with City Program Adviser; inter-city data with central project database	

Performance Indicator Reference Sheet No. 19

1.0 General Information
1.1 Performance indicator: **Number of new project concept documents developed**
1.2 Intermediate outcome being reflected: Improved investment planning and promotion in the partner cities
1.3 Sub-intermediate result: Strengthened investment planning, programming, and budgeting in partner cities
2.0 Data Description
2.1 Definition/description of required data: Total number of project concept documents of possible public-private partnerships in the LGU. Comparison will be made between the start-of-project and end-of-project scenarios.
2.2 Purpose of data: To determine the strength of private sector involvement in the development process, and the degree to which the LGU is able to effectively attract private sector investments.
2.3 Unit of measure: Number of project concepts
2.4 Level of detail: per partner city
2.5 Remarks on baseline and annual data: Data can be gathered from the City Planning and Development Office (CPDO). Data can also be re-verified with the concerned private investors.
3.0 Data Collection
3.1 Responsibility for collection: City Program Advisers in collaboration with CPDO personnel
3.2 Source of data: City Planning and Development Office, City Treasurer's Office
3.3 Method of collection: review of CPDO and other records including development plans, budgets and expenditure reports of each partner city
3.4 Frequency and timing: Annual
3.5 Cost: No additional cost, as this will form part of the Scope of Work of the City Program Advisers
4.0 Data Storage and Usage
4.1 Presentation and analysis of data: comparative analysis, i.e., enumeration within one city over time, city-to-city, and against external benchmarks such as a comparator city
4.2 To whom data will be submitted and when: Data will be submitted to the Investment Strategist for further analysis and integration at the end of the LGU fiscal year, eventually to Project Management, copy furnished M & E Unit
4.3 How data will be used: For monitoring of INVEST Project accomplishments, in terms of helping partner cities to become more "investor friendly" and thus attractive investment destinations
4.4 Schedule or deadline for feedback (from the recipient of data) to the data source: One to two months after the end of the LGU fiscal year
4.5 How data will be stored and retrieved: city level data with City Program Adviser; inter-city data with the central project database

Performance Indicator Reference Sheet No. 20

1.0 General Information
1.1 Performance indicator: **New partnership arrangements with NG agencies, local chambers, etc. initiated by partner cities**
1.2 Intermediate outcome being reflected: Improved investment planning and promotion in the partner cities
1.3 Sub-intermediate result: Strengthened investment planning, programming, and budgeting in partner cities
2.0 Data Description
2.1 Definition/description of required data: Number of partnership arrangements (with brief description) initiated by the partner cities
2.2 Purpose of data: To identify and characterize partnership arrangements initiated by each partner city during the implementation of the Project, and which can be replicated elsewhere in the country.
2.3 Unit of measure: Partnership arrangement
2.4 Level of detail: per partner city
2.5 Remarks on baseline and annual data: Pre-project related efforts of the partner cities will be assessed
3.0 Data Collection
3.1 Responsibility for collection: City Program Advisers
3.2 Source of data: Local Economic and Investment Promotion Office, and other concerned departments or offices at the city
3.3 Method of collection: review of extant literature and records of the LEIPO and other offices such as the CPDO
3.4 Frequency and timing: Annual, at the end of the year.
3.5 Cost: No additional cost as this forms part of the Scope of Work of the City Program Advisers
4.0 Data Storage and Usage
4.1 Presentation and analysis of data: Qualitative and descriptive report to include: (a) the process by which such partnership arrangements had been identified and initiated; and (b) the outstanding major issues/hurdles for the partnership to be consummated.
4.2 To whom data will be submitted and when: Data will be submitted to the Investment Strategist for further analysis and integration; annual – end of year, eventually submitted to Project Management copy furnished M & E Unit
4.3 How data will be used: For monitoring of project accomplishment in terms of enabling the cities to become more attractive partners of international funding institutions
4.4 Schedule or deadline for feedback (from the recipient of data) to the data source: one to two months after the partnership is initiated by the LGU
4.5 How data will be stored and retrieved: city level data with City Program Adviser; inter-city data with the central project database

Performance Indicator Reference Sheet No. 21

1.0 General Information
1.1 Performance indicator: **Training events undertaken for LEIPOs**
1.2 Intermediate outcome being reflected: Improved investment planning and promotion in the partner cities
1.3 Sub-intermediate result: Strengthened investment planning, programming, and budgeting in partner cities
2.0 Data Description
2.1 Definition/description of required data: This indicator refers to training events conducted to assist the LEIPOs in investment planning and promotion
2.2 Purpose of data: To record interventions to improve the capacity of LEIPOs in investment planning and programming
2.3 Unit of measure: Number of training events
2.4 Level of detail: per partner city
2.5 Remarks on baseline and annual data: Baseline data will be
3.0 Data Collection
3.1 Responsibility for collection: City Program Advisers
3.2 Source of data: CPA reports on the training conducted
3.3 Method of collection: As part of training assessment
3.4 Frequency and timing: collection of baseline data immediately before each training; collection of updated data
3.5 Cost: No additional cost as this forms part of the Scope of Work of the City Program Advisors
4.0 Data Storage and Usage
4.1 Presentation and analysis of data: The data collected will be presented and analyzed thru the periodic reports
4.2 To whom data will be submitted and when: The data will be submitted to the Investment Strategist, eventually to Project Management copy furnished M & E Unit
4.3 How data will be used: To assess assistance provided to LEIPOs to help them improve investment planning and programming
4.4 Schedule or deadline for feedback (from the recipient of data) to the data source: The INVEST Team will provide feedback to the LGU (through the City Program Advisers and the TWTs) in the subsequent meeting of the TWT.
4.5 How data will be stored and retrieved: central project database

Performance Indicator Reference Sheet No. 22

1.0 General Information
1.1 Performance indicator: **Number of city business forum conducted**
1.2 Intermediate outcome being reflected: Improved investment planning and promotion in the partner cities
1.3 Sub-intermediate result: Strengthened investment planning, programming, and budgeting in partner cities
2.0 Data Description
2.1 Definition/description of required data: Number of forums initiated, organized and conducted by the city (as opposed to private sector forums where the LGU is only a participant)
2.2 Purpose of data: To determine and assess enhancements in the internal capacity of the LGU in investment promotion, and corollary, to identify where additional/follow on project support may be warranted to sustain said
2.3 Unit of measure: business forum
2.4 Level of detail: per city
2.5 Remarks on baseline and annual data: Since the LEIPO is a new office, specific sources of baseline data have to be identified. Data will be reconfirmed with local business groups.
3.0 Data Collection
3.1 Responsibility for collection: City Program Advisers
3.2 Source of data: LEIPO or other concerned office/s in the LGU
3.3 Method of collection: Review of relevant materials in, and interviews with key informants in the LGU and private sector.
3.4 Frequency and timing: Annual, at year-end
3.5 Cost: No additional, as this is part of the Scope of Work of the City Program Advisers
4.0 Data Storage and Usage
4.1 Presentation and analysis of data: Qualitative and descriptive report
4.2 To whom data will be submitted and when: Data will be submitted to the INVEST Project Management Officefor further analysis and integration; annual – end of year.
4.3 How data will be used: For monitoring of project accomplishments, particularly in terms of building the institutional capacity of the LEIPOs in the partner cities to mount business forums and other events to promote investments
4.4 Schedule or deadline for feedback (from the recipient of data) to the data source: one to two months after report submission
4.5 How data will be stored and retrieved: city level data with City Program Adviser; inter-city data with the central project database

Performance Indicator Reference Sheet No. 23

1.0 General Information
1.1 Performance indicator: **Investment promotion activities organized by partner cities**
1.2 Intermediate outcome being reflected: Improved investment planning and promotion in the partner cities
1.3 Sub-intermediate result: Strengthened investment planning, programming, and budgeting in partner cities
2.0 Data Description
2.1 Definition/description of required data: Activities and initiatives, such as investors conferences and local investment outlook updates, jointly undertaken by the private sector and the city government to promote investments in the partner cities.
2.2 Purpose of data: To assess the level of partnership and coordination between the city government and the private sector in promoting local investments.
2.3 Unit of measure: number of collaborative undertakings
2.4 Level of detail: per partner city
2.5 Remarks on baseline and annual data: Previous similar efforts shall be considered as baseline. Related data (participants, results, financing, etc.) will be cross-checked with private sector data.
3.0 Data Collection
3.1 Responsibility for collection: City Program Advisers
3.2 Source of data: LEIPO and relevant or concerned departments or offices at the city government including the Office of the City Treasurer for relevant expenditure records
3.3 Method of collection: Observation of pertinent initiatives of, review of related reports from, and interviews with, both the LGU and the private partner/s
3.4 Frequency and timing: Annual; end of year
3.5 Cost: No additional cost as this forms part of the Scope of Work of City Program Advisers
4.0 Data Storage and Usage
4.1 Presentation and analysis of data: Qualitative and descriptive report
4.2 To whom data will be submitted and when: Data will be submitted to the Investment Strategist for further analysis and integration; annual – end of year; eventually to Project Management, copy furnished M & E Unit
4.3 How data will be used: For monitoring of project accomplishment particularly in terms of institutionalizing LGU-private sector partnerships to successfully plan and carry out investment promotion activities
4.4 Schedule or deadline for feedback (from the recipient of data) to the data source: one to two months after report submission
4.5 How data will be stored and retrieved: city level data with City Program Adviser; inter-city data with central project database

Performance Indicator Reference Sheet No. 24

1.0 General Information
1.1 Performance indicator: **NERBAC information system linked to LEIPO established and jointly maintained by city and DTI**
1.2 Intermediate outcome being reflected: Improved investment planning and promotion in the partner cities
1.3 Sub-intermediate result: Improved capacities of LEIPOs and NERBAC in investment planning and promotion
2.0 Data Description
2.1 Definition/description of required data: Description of the process and results of developing and establishing a NERBAC information system supportive of the requirements of the cities' respective LEIPOs
2.2 Purpose of data: To determine and assess the level of improvement in the functional linkage between NERBAC and the city's investment promotion efforts
2.3 Unit of measure: information system; quality and timeliness of procedural and mechanical linkages established
2.4 Level of detail: per partner city
2.5 Remarks on baseline and annual data: the current set-up shall be considered as the baseline
3.0 Data Collection
3.1 Responsibility for collection: City Program Advisers
3.2 Source of data: NERBAC, DTI, and LEIPO
3.3 Method of collection: Review of relevant materials in, and interviews with personnel of, NERBAC, DTI and LEIPO
3.4 Frequency and timing: Annual, at year-end
3.5 Cost: No additional cost as this forms part of the Scope of Work of the City Program Advisers
4.0 Data Storage and Usage
4.1 Presentation and analysis of data: Qualitative and descriptive report
4.2 To whom data will be submitted and when: Data will be submitted to the Investment Strategist for further analysis and integration; annual – end of year; eventually to Project Management copy furnished M & E Unit
4.3 How data will be used: For monitoring of project accomplishments, particularly in terms of building the institutional capacity of the LEIPOs in the partner cities
4.4 Schedule or deadline for feedback (from the recipient of data) to the data source: one to two months after report submission
4.5 How data will be stored and retrieved: city level data with City Program Adviser; inter-city data with the central project database

Performance Indicator Reference Sheet No. 25

1.0 General Information
1.1 Performance indicator (precise wording): **Business incubation and innovation study conducted in Batangas City**
1.2 Intermediate outcome being reflected: Improved investment planning and promotion in partner cities
1.3 Sub-intermediate result: Improved capacities of MSMEs to become competitive, efficient and productive
2.0 Data Description
2.1 Definition/description of required data: facilities, technologies and incubation projects initiated, established or developed in collaboration with the private sector and other stakeholder groups specifically to enhance the MSME competitiveness in partner cities
2.2 Purpose of data: To measure efforts in promoting innovations to enhance MSME competitiveness in partner cities
2.3 Unit of measure: individual projects or project concepts/proposals
2.4 Level of detail: per city
2.5 Remarks on baseline and annual data: Similar past efforts shall serve as baseline
3.0 Data Collection
3.1 Responsibility for collection: City Program Adviser for Batangas City
3.2 Source of data: LEIPO and/or other offices in the City government of Batangas City
3.3 Method of collection: review and observations on records, reports and/or other related documents on such facilities and technologies
3.4 Frequency and timing: Annual, end of year
3.5 Cost: No additional as this is part of the Scope of Work of City Program Advisers
4.0 Data Storage and Usage
4.1 Presentation and analysis of data: Qualitative and descriptive report
4.2 To whom data will be submitted and when: Data will be submitted to the Investment Strategist for further analysis and integration; annual – end of year; eventually to Project Management copy furnished M & E Unit
4.3 How data will be used: For monitoring of project accomplishment particularly in terms of enhancing city competitiveness through innovative local initiatives
4.4 Schedule or deadline for feedback (from the recipient of data) to the data source: one to two months after report submission
4.5 How data will be stored and retrieved: city level data with City Program Adviser; inter-city data with central project database

Performance Indicator Reference Sheet No. 26

1.0 General Information
1.1 Performance indicator: **Number of industry studies conducted**
1.2 Intermediate outcome being reflected: Improved investment planning and promotion in partner cities
1.3 Sub-intermediate result: Improved capacities of MSMEs to become competitive
2.0 Data Description
2.1 Definition/description of required data: completed studies on the leading or most promising industries in the partner cities
2.2 Purpose of data: to determine industries that should be harnessed to help the partner cities become more competitive
2.3 Unit of measure: completed study (one per city)
2.4 Level of detail: per city and per industry
2.5 Remarks on baseline and annual data: This activity will build on previous or related efforts of the cities, NG agencies such as NEDA or DTI, and the private sector (including academic institutions) initiatives.
3.0 Data Collection
3.1 Responsibility for collection: STTA, Investment Strategist
3.2 Source of data: Related prior studies and databases in the cities, concerned NG agencies, business groups, and/or academic institutions.
3.3 Method of collection: compilation and review of references; key informant interviews
3.4 Frequency and timing: One time; end of STTA
3.5 Cost: related to engagement of STTA
4.0 Data Storage and Usage
4.1 Presentation and analysis of data: Qualitative and descriptive report supported with quantitative analyses of supply and demand conditions and projections
4.2 To whom data will be submitted and when: to Project Management upon the completion of the STTA, copy furnished M & E Unit
4.3 How data will be used: as one key input for development planning and investment promotion towards enhanced city competitiveness
4.4 Schedule or deadline for feedback (from the recipient of data) to the data source: one to two months after report submission
4.5 How data will be stored and retrieved: central project database; city level studies will also be kept by the LEIPOs and CPAs for continuing reference in the design/planning of project activities.

Performance Indicator Reference Sheet No. 27

1.0 General Information
1.1 Performance indicator (precise wording): **Number of MSME workshop on credit facilities**
1.2 Intermediate outcome being reflected: Improved investment planning and promotion in partner cities
1.3 Sub-intermediate result: Improved capacities of MSMEs to become competitive
2.0 Data Description
2.1 Definition/description of required data: This indicator measures the number of workshops conducted in partner cities that seek to provide MSMEs information on accessing available credit facilities, including the DCA credit guaranty facility managed by BPI and USAID
2.2 Purpose of data: to quantify the initiatives undertaken to assist MSMEs avail of credit facilities
2.3 Unit of measure: number of workshops
2.4 Level of detail: per partner city
2.5 Remarks on baseline and annual data: The existing situation is the baseline. The workshops will be organized to assist USAID in promoting the use of the new guaranty facility by MSMEs in partner cities.
3.0 Data Collection
3.1 Responsibility for collection: City Program Advisers
3.2 Source of data: Concerned LGU offices
3.3 Method of collection: review of reports and monitoring of actual related activities
3.4 Frequency and timing: At least once in 2013
3.5 Cost: No additional cost as this is part of the Scope of Work of the City Program Advisers
4.0 Data Storage and Usage
4.1 Presentation and analysis of data: Qualitative and descriptive report
4.2 To whom data will be submitted and when: to Investment Strategist, eventually to Project Management, copy furnished M & E Unit
4.3 How data will be used: as an indication of the provision of credit information to MSMEs in partner cities
4.4 Schedule or deadline for feedback (from the recipient of data) to the data source: within one month after submission of report by the CPA
4.5 How data will be stored and retrieved: central project database

Performance Indicator Reference Sheet No. 28

1.0 General Information
1.1 Performance indicator: **Credit availment of MSMEs increased in partner cities**
1.2 Intermediate outcome being reflected: Improved investment planning and promotion in partner cities
1.3 Sub-intermediate result: Improved capacities of MSMEs to become competitive
2.0 Data Description
2.1 Definition/description of required data: Amount of credit granted by BPI to MSMEs
2.2 Purpose of data: to measure the effectiveness of the Project in assisting the development of sector
2.3 Unit of measure: in pesos
2.4 Level of detail: per city, by asset size of the credit recipient
2.5 Remarks on baseline and annual data: baseline will be provided by BPI; target for 2013 will be set with BPI
3.0 Data Collection
3.1 Responsibility for collection: City Program Advisers and investment strategist in collaboration with BPI office/s
3.2 Source of data: BPI
3.3 Method of collection: review of reports and monitoring of actual related activities
3.4 Frequency and timing: 2013 (to be discussed with BPI)
3.5 Cost: No additional cost
4.0 Data Storage and Usage
4.1 Presentation and analysis of data: Qualitative and descriptive report
4.2 To whom data will be submitted and when: to Investment Strategist, monthly; eventually to Project Management, copy furnished M & E Unit
4.3 How data will be used: as one basis for development planning and investment promotion towards enhanced city competitiveness
4.4 Schedule or deadline for feedback (from the recipient of data) to the data source: within one month after submission of report by the CPA
4.5 How data will be stored and retrieved: central project database

Performance Indicator Reference Sheet No. 29

1.0	General Information
1.1	Performance indicator: **Framework for growth and competitiveness in partner cities developed**
1.2	Intermediate outcome being reflected: Improved support system for LGU competitiveness
1.3	Sub-Intermediate result: Developed indicator system for growth and competitiveness at the national, regional, and local levels
2.0	Data Description
2.1	Definition/description of required data: The framework will include an indicator system at the national, regional, and local levels and a methodology to estimate product accounts of partner cities
2.2	Purpose of data: To estimate the economic performance of each city on a yearly basis
2.3	Unit of measure: system/methodology
2.4	Level of detail: overall system applicable at the city level
2.5	Remarks on baseline and annual data: New activity to be undertaken at the city level
3.0	Data Collection
3.1	Responsibility for collection: STTA
3.2	Source of data: NSCB, NSO and NEDA regional and central offices
3.3	Method of collection: review of existing or similar product accounts by the STTA
3.4	Frequency and timing: End of STTA
3.5	Cost: hiring of STTA
4.0	Data Storage and Usage
4.1	Presentation and analysis of data: Qualitative and descriptive report
4.2	To whom data will be submitted and when: To Project Management upon the completion of STTA, copy furnished M & E Unit
4.3	How data will be used: The system/methodology will be used to gather data to measure and assess the economic performance of cities in a given year, and to validate the priority sectors being supported by the INVEST Project including the types of assistance being provided.
4.4	Schedule or deadline for feedback (from the recipient of data) to the data source: one to two months after report submission by the STTA
4.5	How data will be stored and retrieved: central project database; city level reports will also be kept by the LEIPOs and CPAs for continuing reference in the design/planning of project activities

Performance Indicator Reference Sheet No. 30

1.0 General Information
1.1 Performance indicator: **Number of policy initiatives/technical reports presented**
1.2 Intermediate outcome being reflected: Improved support system for LGU competitiveness
1.3 Sub-Intermediate result: Supported inter-agency committees on investments and business registration
2.0 Data Description
2.1 Definition/description of required data: The indicator measures participation in the policy-process on BPLS and investment promotion. As a strategic measure and for the purpose of donor coordination, the Project will participate in meetings of NG inter-agency committees on areas covered by INVEST. It will, to the extend possible and with the approval of the COTR, present policy recommendations and progress reports in these committees. The Project will also assist the secretariats of these committees to a limited extent and as requested.
2.2 Purpose of data: To participate in the policy process on BPLS and investment promotion at the local level
2.3 Unit of measure: membership in committees
2.4 Level of detail: national
2.5 Remarks on baseline and annual data: New activity to be undertaken at national level
3.0 Data Collection
3.1 Responsibility for collection: M&E Unit
3.2 Source of data: various NG committee secretariat
3.3 Method of collection: review of minutes, reports
3.4 Frequency and timing: Once at start of project, update in 2013
3.5 Cost: no additional cost
4.0 Data Storage and Usage
4.1 Presentation and analysis of data: Qualitative and descriptive report
4.2 To whom data will be submitted and when: To Project Management
4.3 How data will be used: Data will be used to show how the Project participated in the national policy process to support BPLS and investment promotion in the partner cities
4.4 Schedule or deadline for feedback (from the recipient of data) to the data source: one to two months after report submission
4.5 How data will be stored and retrieved: central project database

Performance Indicator Reference Sheet No. 31

1.0	General Information
1.1	Performance indicator: **CDI work plans formulated**
1.2	Intermediate outcome being reflected: Improved support system for LGU competitiveness
1.3	Sub-Intermediate result: Supported USAID CDI activities
2.0	Data Description
2.1	Definition/description of required data: Data refers to the number of action plans arising from planning workshops in partner cities
2.2	Purpose of data: To assist the USAID in CDI initiatives
2.3	Unit of measure: Action plans per partner city
2.4	Level of detail: per partner city
2.5	Remarks on baseline and annual data: New activity to be undertaken at city level
3.0	Data Collection
3.1	Responsibility for collection: City Program Advisers
3.2	Source of data: workshop secretariat
3.3	Method of collection: review of minutes, reports
3.4	Frequency and timing: Once in 2013
3.5	Cost: no additional cost; monitoring will be part of the work of the CPAs
4.0	Data Storage and Usage
4.1	Presentation and analysis of data: Qualitative and descriptive report
4.2	To whom data will be submitted and when: To Project Management, copy furnished M & E Unit
4.3	How data will be used: Data will be used to show how the Project assisted USAID in providing other support activities for the partner cities
4.4	Schedule or deadline for feedback (from the recipient of data) to the data source: one to two months after report submission
4.5	How data will be stored and retrieved: central project database

Performance Indicator Reference Sheet No. 32

1.0 General Information
1.1 Performance indicator: **Report on the list of additional cities for CDI**
1.2 Intermediate outcome being reflected: Improved support system for LGU competitiveness
1.3 Sub-Intermediate result: Supported USAID CDI activities
2.0 Data Description
2.1 Definition/description of required data: Data refers to the report that will contain the number of short-listed cities for inclusion in the CDI, which will be chosen based on a selection criteria to be formulated by the Project.
2.2 Purpose of data: To assist the USAID in CDI initiatives
2.3 Unit of measure: Action plans per partner city
2.4 Level of detail: per partner city
2.5 Remarks on baseline and annual data: In 2012, the Project formulated a criteria for pre-selection which was used in the short-listing of cities and provided secretariat support in the evaluation of these cities. In 2013, the Project will provide assistance to USAID in the selection of the next set of cities that will be included in the CDI.
3.0 Data Collection
3.1 Responsibility for collection: M & E Unit
3.2 Source of data: workshop secretariat
3.3 Method of collection: review of minutes, reports
3.4 Frequency and timing: Once in 2013
3.5 Cost: no additional cost; monitoring will be part of the work of the CPAs
4.0 Data Storage and Usage
4.1 Presentation and analysis of data: Qualitative and descriptive report
4.2 To whom data will be submitted and when: To Project Management
4.3 How data will be used: Data will be used to show how the Project assisted USAID in providing other support activities for the partner cities
4.4 Schedule or deadline for feedback (from the recipient of data) to the data source: one to two months after report submission
4.5 How data will be stored and retrieved: central project database

Performance Indicator Reference Sheet No. 33

1.0	General Information
1.1	Performance Indicator: **Percentage of project personnel trained on gender sensitivity and mainstreaming**
1.2	Project development objective: Cross-cutting concerns
2.0	Data Description
2.1	Definition / Description of required data: The required data will consist of the number of personnel trained on gender sensitivity and GAD mainstreaming over the total number of project personnel
2.2	Purpose of data: The data will be used to ensure that project personnel are knowledgeable on the gender and development policy of the USAID. Further, this knowledge is an input to the integration of gender perspectives in project component activities.
2.3	Unit of measure: Percent of project personnel trained on gender mainstreaming and/or sensitivity
2.4	Level of detail: Data will be provided at the PMO level.
2.5	Remarks on baseline and annual data: Baseline data is zero at the start of the project, although some personnel are already knowledgeable about gender and development issues
3.0	Data Collection
3.1	Responsibility for collection: Administrative Personnel
3.2	Source of data: Attendance sheets of meetings, trainings and seminars conducted by INVEST
3.3	Method of collection: Compilation and review of references
3.4	Frequency and timing: Quarterly
3.5	Cost: No Additional Cost
4.0	Data Storage and Usage
4.1	Presentation and analysis of data: Qualitative and Descriptive Report to be included in the Project's year-end Report
4.2	To whom data will be submitted and when: M&E Unit; eventually to Project Management
4.3	How data will be used: as basis for ensuring integration of gender perspective in project activities
4.4	Schedule or deadline for feedback (from recipient of data) to the data source: Upon receipt of data
4.5	How data will be stored and retrieved: central project database; compilation of project reports

Performance Indicator Reference Sheet No. 34

1.0	General Information
1.1	Performance Indicator: **GAD perspective integrated in project component activities**
1.2	Project development objective: Cross-cutting concerns
2.0	Data Description
2.1	Definition / Description of required data: The data will present the number of project activities that have been integrated with gender and development perspectives
2.2	Purpose of data: to ensure that gender and development perspectives are incorporated in project design, implementation, and monitoring
2.3	Unit of measure: Number of project activities integrated with GAD perspective
2.4	Level of detail: per city and by component
2.5	Remarks on baseline and annual data: no baseline
3.0	Data Collection
3.1	Responsibility for collection: City Program Advisers
3.2	Source of data: Review of project activities conducted and review of filled-out INVEST GAD Checklist for Project Management and Implementation
3.3	Method of collection: Report of CPAs during team meetings, compilation and review of references, review of City GAD Checklists
3.4	Frequency and timing: Annual
3.5	Cost: Additional costs will be included in the expenses for team meetings
4.0	Data Storage and Usage
4.1	Presentation and analysis of data: Qualitative and Descriptive Report to be included in the Project's year-end Report
4.2	To whom data will be submitted and when: Data will be submitted to the respective Strategists in time for the preparation of the year-end report and the project-end report; eventually to Project Management copy furnished M&E Unit
4.3	How data will be used: as basis for ensuring integration of gender perspective in project activities
4.4	Schedule or deadline for feedback (from recipient of data) to the data source: Upon receipt of data
4.5	How data will be stored and retrieved: central project database

Performance Indicator Reference Sheet No. 35

1.0 General Information
1.1 Performance Indicator: **Capability building programs for MSMEs attended by female business owners**
1.2 Project development objective: Cross-cutting concerns
2.0 Data Description
2.1 Definition / Description of required data: The data would present the number of female entrepreneurs that attended the aforementioned activity
2.2 Purpose of data: to ensure that female entrepreneurs are given equal access to capability building programs
2.3 Unit of measure: Number of female participants
2.4 Level of detail: Per city
2.5 Remarks on baseline and annual data: no baseline
3.0 Data Collection
3.1 Responsibility for collection: M&E Unit
3.2 Source of data: Attendance sheets of the training programs
3.3 Method of collection: Submission of attendance sheets after the conduct of the training program
3.4 Frequency and timing: Activity based, report to be submitted after each activity
3.5 Cost: no additional cost
4.0 Data Storage and Usage
4.1 Presentation and analysis of data: Qualitative and Descriptive Report to be included in the Gender Chapter of the Project's year-end Report
4.2 To whom data will be submitted and when: Data will be submitted to the Investment Strategists in time for the preparation of the project-end report; eventually to Project Management
4.3 How data will be used: as basis for ensuring that female entrepreneurs are capacitated to access credit
4.4 Schedule or deadline for feedback (from recipient of data) to the data source: Upon receipt of data
4.5 How data will be stored and retrieved: central project database

Performance Indicator Reference Sheet No. 36

1.0 General Information
1.1 Performance Indicator: **Sex-disaggregated data included in the Project's Monitoring and Evaluation System**
1.2 Project development objective: Cross-cutting concerns
2.0 Data Description
2.1 Definition / Description of required data: The required data will present the disaggregation of participants to project activities by sex. This will also include the sex-disaggregation of business establishments operating in each partner city.
2.2 Purpose of data: The data will be used to measure access of male and female participants to training and capability building programs. Sex disaggregation of business establishments in partner cities may also be used to identify the effect of BPLS streamlining and Investment Promotion to male and/or female personnel
2.3 Unit of measure: number of male/female participants; number of male- / female- owned businesses
2.4 Level of detail: by city and by component
2.5 Remarks on baseline and annual data: No baseline data has been gathered for the sex-disaggregation of business establishments; however, a contractor (STTA) will be hired to collect and analyze the data for years 2011 and 2012.
3.0 Data Collection
3.1 Responsibility for collection: STTA
3.2 Source of data: Report of the STTA
3.3 Method of collection: CPAs will be asked to submit their Business Permits and Licenses database for the analysis of the STTA
3.4 Frequency and timing: the baseline data will be collected before the 2013 business registration and another set of data will be collected after the 2013 renewal period.
3.5 Cost: Costs are included in the budget for the STTA
4.0 Data Storage and Usage
4.1 Presentation and analysis of data: Qualitative and Descriptive Report to be submitted by the contractor
4.2 To whom data will be submitted and when: M&E Specialist, eventually to Project Management
4.3 How data will be used: the data will be analyzed by the contractor for the preparation of his/her report
4.4 Schedule or deadline for feedback (from recipient of data) to the data source: Upon recept
4.5 How data will be stored and retrieved: central project database